



Broward County Transit
**Transit Development
Plan FY 2024-33**

December 12, 2023



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01

Chapter 01

Introduction

01 Introduction

The Broward County Board of County Commissioners (BOCC) funds a public transportation program through Broward County Transit (BCT) that includes 36 fixed-bus routes, 2 limited-stop Breeze routes, 5 express routes, 52 community shuttles serving 19 of Broward’s municipalities, and an advanced reservation paratransit service (TOPS!) within its service area. BCT improves the quality of life for Broward County residents and visitors by offering services in a cost-efficient and readily accessible manner while delivering convenient travel catering to a variety of users, residents, commuters, and visitors.

This plan was initiated by Broward County to update BCT’s Transit Development Plan (TDP) for the 10-year period including Fiscal Years (FY) 2024-2033. This TDP represents BCT’s vision for public transportation in its service area over a 10-year span and, at the same time, functions as the strategic guide for public transportation in the county. This TDP Major Update continues BCT’s use of the *BCT Connected* brand and is due to the Florida Department of Transportation (FDOT) by December 15, 2023.

Requirements

The main purpose of this effort is to update the TDP to guide BCT growth over the next 10 years. It is required as a condition of receiving state funding. Upon completion, this TDP will result in a 10-year plan for transit and mobility needs, financial projections, and community transit goals. Current TDP requirements were adopted by FDOT on February 20, 2007, and augmented during the 2023 legislative session.

Major requirements of the rule include the following:

- Major updates must be completed every five years, covering a 10-year planning horizon.
- A Public Involvement Plan must be developed and approved by FDOT or be consistent with the approved Metropolitan Planning Organization (MPO) public involvement plan.
- FDOT, the Regional Workforce Development Board (i.e., CareerSource Broward), and the Broward MPO must be advised of all public meetings at which the TDP is presented and discussed, and these entities must be given the opportunity to review and comment on the TDP during the development of the mission, goals, objectives, alternatives, and 10-year implementation program.
- Estimation of the community’s demand for transit service (10-year annual projections) must use the planning tools provided by FDOT or a demand estimation technique approved by FDOT.

See Appendix H for more details regarding BCT’s compliance with FDOT requirements.

Report Structure

The report is broken into eight sections, including this one. Detailed supporting documentation is provided in appendices.

- Chapter 2, Baseline Conditions, analyzes demographic data for BCT’s service area. It includes a physical description of the service area, a population profile, and demographic and socioeconomic profiles to assist in the TDP development.
- Chapter 3, Existing Services, presents a profile of BCT’s existing services, examines changes to BCT’s operating statistics over time, and compares those statistics to other transit systems.
- Chapter 4, Public Involvement, presents the results of the public involvement activities conducted during the course of this TDP update.
- Chapter 5, Situation Appraisal, examines the environment in which BCT operates and discusses potential implications for BCT.
- Chapter 6, Goals and Objectives, presents the goals, objectives, performance measures and targets for BCT.
- Chapter 7, Alternatives Evaluation, reviews the proposed system improvements in terms of service, infrastructure, technology, policies and plans.
- Chapter 8, Implementation and Financial Plan, provides an implementation plan for the proposed improvements, followed by the financial plan.

Several appendices have also been produced in support of the TDP. The appendices provide more in-depth information and data analysis for material that has been summarized in the TDP chapters.

02

Chapter 02

Baseline Conditions

02 Baseline Conditions

This chapter provides a comprehensive summary of the existing conditions and demographic features within BCT's service area. The baseline conditions provide crucial context for the delivery of transit services in Broward County, offering valuable insights into BCT's operating environment. The summary includes a detailed description of the service area, information about the population and labor force, travel characteristics, land use information, and market assessments. These details, when reviewed in conjunction with transit service trends and public input, will assist BCT in making future decisions related to transit service.

It should be noted that this is BCT's first TDP Major Update to be completed following the COVID-19 pandemic. While the extent to which certain community characteristics will return to post-pandemic patterns is yet unknown, the data summarized here provides some understanding of shifts created by the pandemic and will help BCT plan service improvements.

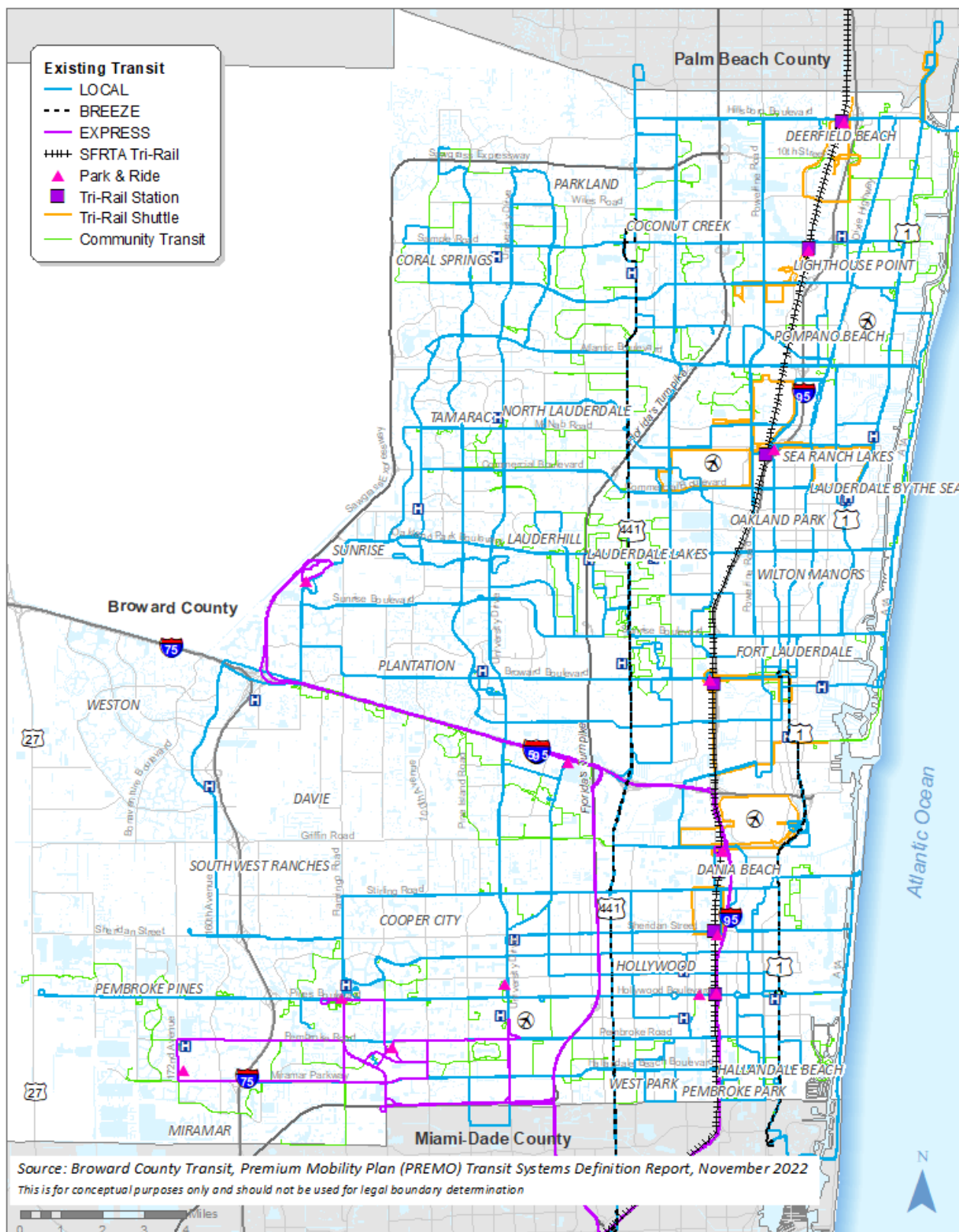
Service Area Description

Broward County is located on the Atlantic coast of Florida, in the southern third of the state. Broward County constitutes the central portion of the Miami–Fort Lauderdale–Palm Beach Metropolitan Statistical Area. Broward County extends north to Palm Beach County, south to Miami-Dade County, west to Collier County and Hendry County, and east to the Atlantic Ocean. The boundary with Palm Beach County approximately parallels Loxahatchee Road and the Hillsboro Canal. The boundary with Miami-Dade County generally parallels the Ronald Reagan Turnpike and NW 215th Street.

The urbanized area is largely confined to a strip of land between the Atlantic Ocean and the Everglades, never more than 20 miles wide, which contains 99% of Broward County's population. The western two-thirds of Broward County is conserved as part of the Everglades National Park and Big Cypress National Preserve and is largely unpopulated. The limits of development generally lie slightly west of US Highway 27. Along the eastern side of Broward County, there are series of barrier islands, including popular destinations like Fort Lauderdale Beach and Hollywood Beach. Broward County is highly urbanized, with cities and communities spread throughout the county.

Major roadways include I-95, running parallel to the Atlantic coast at a distance of three to five miles, and I-75, running parallel to the Atlantic coast, offset by about 15 miles. I-595 runs east-west between I-75 and Port Everglades on the Atlantic coast. The Sawgrass Expressway runs north from the I-75/I-595 Junction, before turning east-west two miles south of the Palm Beach County line, terminating at the Florida Turnpike. The Florida Turnpike itself runs north-south, paralleling I-95 about two to three miles to the west. To the east, Highway US-1 parallels I-95, midway between the interstate and the coast. In the southern half of the county, U.S. Highway 27 lies along the western boundary of the county. A grid of arterials at approximately one-mile intervals makes up other major roads.

Map 2-1: Study Area



Fort Lauderdale is the county seat and largest city in Broward County, boasting a population of 182,760 during the 2020 Decennial Census. Alongside Fort Lauderdale, there are several other prominent cities in the area with population greater than 130,000, such as Coral Springs, Miramar, Hollywood, and Pembroke Pines. **Map 2-1** shows Broward County and its cities.

Population Profile

Population data from the American Community Survey (ACS) was used to estimate changes in population, households, and number of employed workers for Broward County and the State of Florida. **Table 2-1** shows that for the 2011 to 2021 period, the number of persons, households and workers increased in Broward County, but at a lower rate than Florida overall. In contrast, the ratios of persons per household and workers per household increased at a higher rate in Broward County than in Florida overall. The density of persons and workers per square mile both increased over the past decade, but not as fast as Florida overall.

Table 2-1: Demographics for Broward County & Florida 2011 and 2021

Population Data	2011		2021		% Change (2011 vs 2021)	
	Broward County	Florida	Broward County	Florida	Broward County	Florida
Persons	1,742,012	18,688,787	1,934,551	21,339,762	11%	14%
Households	665,037	7,140,096	732,464	8,157,240	10%	14%
Number of Workers (employed)	825,581	8,127,157	957,695	9,698,180	16%	19%
Land Area (sq. mi.)	1,205	53,625	1,205	53,625	n/a	n/a
Persons per Household	2.62	2.62	2.64	2.62	1%	0%
Workers per Household	1.24	1.14	1.31	1.19	5%	4%
Persons per Square Mile*	1,446	349	1,605	398	11%	14%
Workers per Square Mile*	685	152	795	181	16%	19%

Source: U.S. Census Bureau, ACS 5-Year Estimate for 2011 and 2021; *Calculated using developable land area in square miles

Additional detail regarding changes happening over the first half of the decade, from 2011 to 2016 are shown in **Table 2-2**, which shows a 1% increase in households from 2011 to 2016, while the population and number of employed workers grew by 7% and 8%, respectively, during the same period. The lagging household growth may be due to impacts to the housing market from the Great Recession in 2008.

From 2011 to 2016, the number of workers in Broward County increased at a higher rate than in Florida overall, as did the persons per household, workers per household, persons per square mile, and workers per square mile. All of these suggest that from 2011 to 2016, Broward County has become denser at a faster rate than Florida as a whole.

Table 2-2: Demographics for Broward County & Florida 2011 and 2016

Population Data	2011		2016		% Change (2011 vs 2016)	
	Broward County	Florida	Broward County	Florida	Broward County	Florida
Persons	1,742,012	18,688,787	1,863,780	19,934,451	7%	7%
Households	665,037	7,140,096	672,988	7,393,262	1%	4%
Number of Workers (employed)	825,581	8,127,157	892,638	8,649,800	8%	6%
Land Area (sq. mi.)	1,205	53,625	1,205	53,625	n/a	n/a
Persons per Household	2.62	2.62	2.77	2.70	6%	3%
Workers per Household	1.24	1.14	1.33	1.17	7%	3%
Persons per Square Mile*	1,446	349	1,547	372	7%	7%
Workers per Square Mile*	685	152	741	161	8%	6%

Source: U.S. Census Bureau, ACS 5-Year Estimate for 2011 and 2016; *Calculated using developable land area in square miles

Table 2-3 provides an overview of the population, household, and employed worker data for 2016 to 2021 for Broward County and Florida, which shows a contrasting pattern.

Table 2-3: Demographics for Broward County & Florida 2016 and 2021

Population Data	2016		2021		% Change (2016 vs 2021)	
	Broward County	Florida	Broward County	Florida	Broward County	Florida
Persons	1,863,780	19,934,451	1,934,551	21,339,762	4%	7%
Households	672,988	7,393,262	732,464	8,157,240	9%	10%
Number of Workers (employed)	892,638	8,649,800	957,695	9,698,180	7%	12%
Land Area (sq. mi.)	1,205	53,625	1,205	53,625	n/a	n/a
Persons per Household	2.77	2.70	2.64	2.62	-5%	-3%
Workers per Household	1.33	1.17	1.31	1.19	-1%	2%
Persons per Square Mile*	1,547	372	1,605	398	4%	7%
Workers per Square Mile*	741	161	795	181	7%	12%

Source: U.S. Census Bureau, ACS 5-Year Estimate for 2016 and 2021; *Calculated using land area in square miles

While population, households, and number of workers in Broward County continued to grow from 2016 to 2021, they all increased at a slower rate than Florida as whole. It appears that recovery from the recession may have taken hold during this timeframe and provided for the number of households to increase at a faster rate than the number of people. Because the number of households increased at a faster rate than population, the number of persons per household fell, while the number of

workers per household remained almost constant. Both persons per square mile and workers per square mile continued to increase.

Table 2-4 presents population and persons per square mile of land for Broward, Miami-Dade, and Palm Beach counties. Broward has the highest average population density of the three counties. It should be noted that while it may seem that a higher average density would be more transit-supportive, this assumption should be avoided. Transit potential is better determined by the distribution of density along transit lines, rather than the aggregated average over a large geography. Development patterns, such as gated communities and non-grid street networks, can interfere with efficient transit service.

Table 2-4: Regional Population and Density

Population Data	Population	Land area (Sq. Mi.)*	Density (Persons per Square Mile)
Broward County	1,934,551	1,205	1,606
Miami-Dade County	2,690,113	1,899	1,417
Palm Beach County	1,497,987	1,966	762

Source: U.S. Census Bureau, 2021 ACS 5-Year Estimates

*Calculated using the total land area for each county in square miles. All three counties have conservation areas where development is either limited or prohibited. Conservation areas were excluded from these calculations.

City and Town Population and Trends

Table 2-5 presents the population and population change between 2000 and 2020 for incorporated and unincorporated areas in Broward County. In 2020, approximately 99% of Broward County was incorporated compared to 92% incorporated in 2000. While population growth may indicate a need for additional transit service, care should be given to understand the growth. Annexations may lead to the appearance of population growth without actual growth. Cities with declining population, such as Sea Ranch Lakes, may be difficult to serve efficiently with local bus service.

Lauderdale-by-the-Sea, Parkland, and Miramar experienced the highest rate of population growth between 2000 and 2020, at 142%, 151%, and 85% growth, respectively. It is important to note that Lauderdale-by-the-Sea made a significant multi-family property annexation during this time, which is partially responsible for its high growth. In 2009, Parkland experienced substantial population growth when an area known as “The Wedge” was annexed, so the growth rates shown may be spuriously high.

Table 2-5: Broward County Population Trends for Cities, Towns, Villages, & Unincorporated Areas

Population Data	2000 Decennial Census	2010 Decennial Census	2020 Decennial Census	% Change (2000- 2010)	% Change (2000- 2020)	% Change (2010- 2020)
Coconut Creek	43,566	52,909	57,833	21%	33%	9%
Cooper City	27,939	28,547	34,401	2%	23%	21%
Coral Springs	117,549	121,096	134,394	3%	14%	11%
Dania Beach	20,061	29,639	31,723	48%	58%	7%
Davie	75,720	91,992	105,691	21%	40%	15%
Deerfield Beach	64,583	75,018	86,859	16%	34%	16%
Fort Lauderdale	152,397	165,521	182,760	9%	20%	10%
Hallandale Beach	34,282	37,113	41,217	8%	20%	11%
Hillsboro Beach	2,163	1,875	1,987	-13%	-8%	6%
Hollywood	139,357	140,768	153,067	1%	10%	9%
Lauderdale-by-the-Sea	2,563	6,056	6,198	136%	142%	2%
Lauderdale Lakes	31,705	32,593	35,954	3%	13%	10%
Lauderhill	57,585	66,887	74,482	16%	29%	11%
Lazy Lake	38	24	33	-37%	-13%	38%
Lighthouse Point	10,767	10,344	10,486	-4%	-3%	1%
Margate	53,909	53,284	58,712	-1%	9%	10%
Miramar	72,739	122,041	134,721	68%	85%	10%
North Lauderdale	32,264	41,023	44,794	27%	39%	9%
Oakland Park	30,966	41,363	44,229	34%	43%	7%
Parkland	13,835	23,962	34,670	73%	151%	45%
Pembroke Park	6,299	6,102	6,260	-3%	-1%	3%
Pembroke Pines	137,427	154,750	171,178	13%	25%	11%
Plantation	82,934	84,955	91,750	2%	11%	8%
Pompano Beach	78,191	99,845	112,046	28%	43%	12%
Sea Ranch Lakes	1,392	670	540	-52%	-61%	-19%
Southwest Ranches*	n/a	7,345	7,607	n/a	n/a	4%
Sunrise	85,779	84,439	97,335	-2%	13%	15%
Tamarac	55,588	60,427	71,897	9%	29%	19%
Weston	49,286	65,333	68,107	33%	38%	4%
West Park*	n/a	14,156	15,130	n/a	n/a	7%
Wilton Manors	12,697	11,632	11,426	-8%	-10%	-2%
Incorporated	1,493,581	1,731,709	1,927,487	16%	29%	11%
Unincorporated	129,437	16,357	16,888	-87%	-87%	3%
Total	1,623,018	1,748,066	1,944,375	8%	20%	11%

* Southwest Ranches and West Park were not incorporated in 2000, so the 2000 Census did not provide estimates for those places.

Source: US Census Bureau, Decennial Census 2000, 2010, 2020, DEC Redistricting Data (PL 94-171)

Projected Population and Dwelling Unit Growth

Table 2-6 provides population projections and the associated growth rate from 2025 through 2050 as estimated by Bureau of Economic and Business Research (BEBR), for low-, medium-, and high-growth scenarios. The 2050 medium-growth scenario projection for Broward County population is an increase from 1.97 million to 2.23 million, a 15% growth over 28 years. In contrast, the high and low projections suggest population may increase as much as 38% (to 2.71 million) or decline by 8% (to 1.80 million).

Table 2-6: Population Estimates and Projections – Broward County

Growth Rate	Estimate		Projections				
	2022	2025	2030	2035	2040	2045	2050
Low	1,969,099	1,917,300	1,911,600	1,890,100	1,862,600	1,833,400	1,806,000
Medium	1,969,099	2,018,200	2,089,200	2,141,700	2,184,900	2,222,300	2,257,500
High	1,969,099	2,119,100	2,266,800	2,393,400	2,507,100	2,611,200	2,709,100
% Change from 2022							
Low	n/a	-3%	-3%	-4%	-5%	-7%	-8%
Medium	n/a	2%	6%	9%	11%	13%	15%
High	n/a	8%	15%	22%	27%	33%	38%

Source: BEBR, University of Florida: Projections of Florida Population by County, 2025–2050, with Estimates for 2022

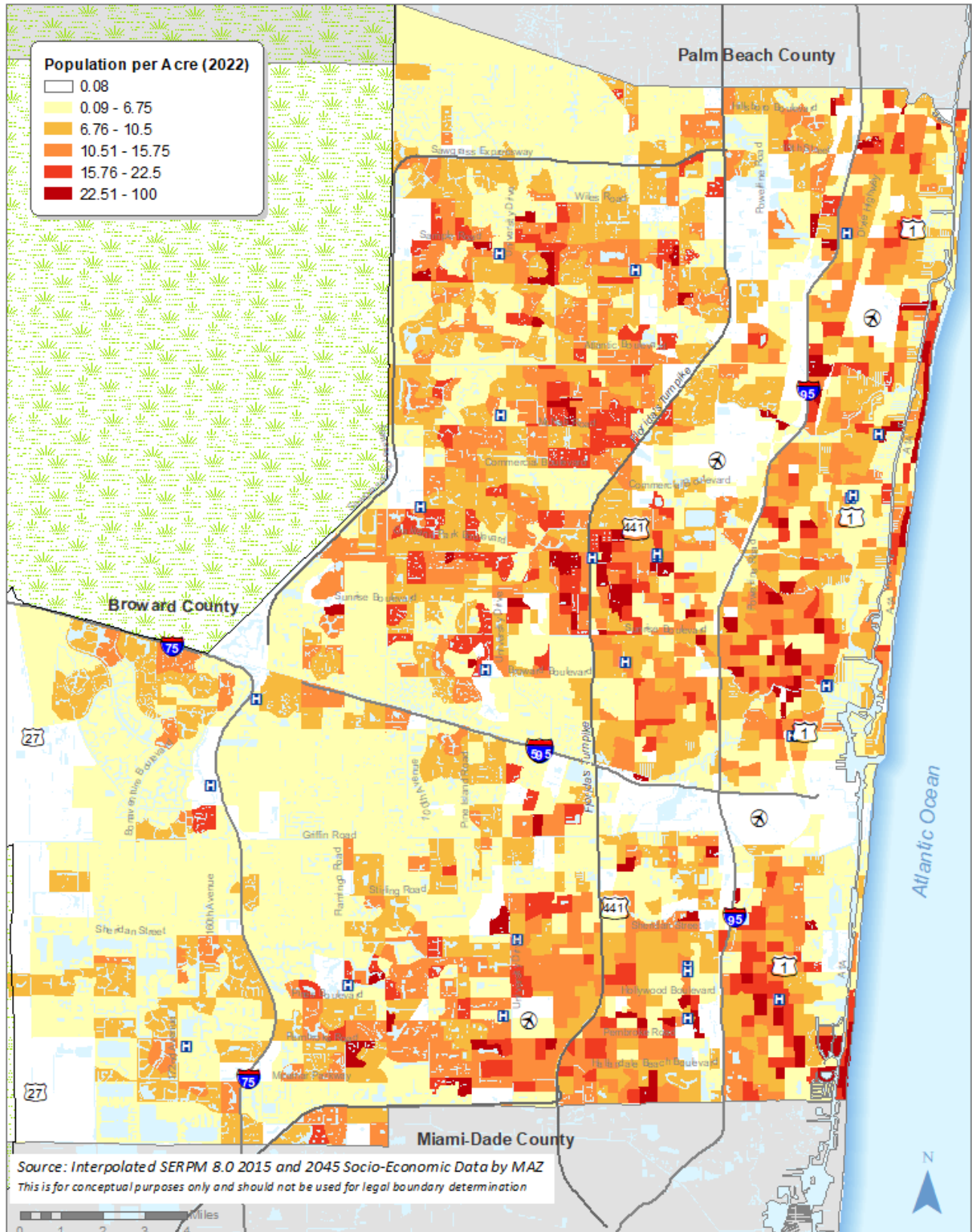
Note: Numbers may not sum to 100% due to rounding.

According to population projections, the population in Broward County may increase significantly or may start to shrink. Higher population densities are generally correlated to more transit use. Depending on the trajectory of the population trend, the need for transit services may increase in the case of population growth, or the in the case of population decline the need for certain transit services like local routes may shrink without a viable mix of population density and land use.

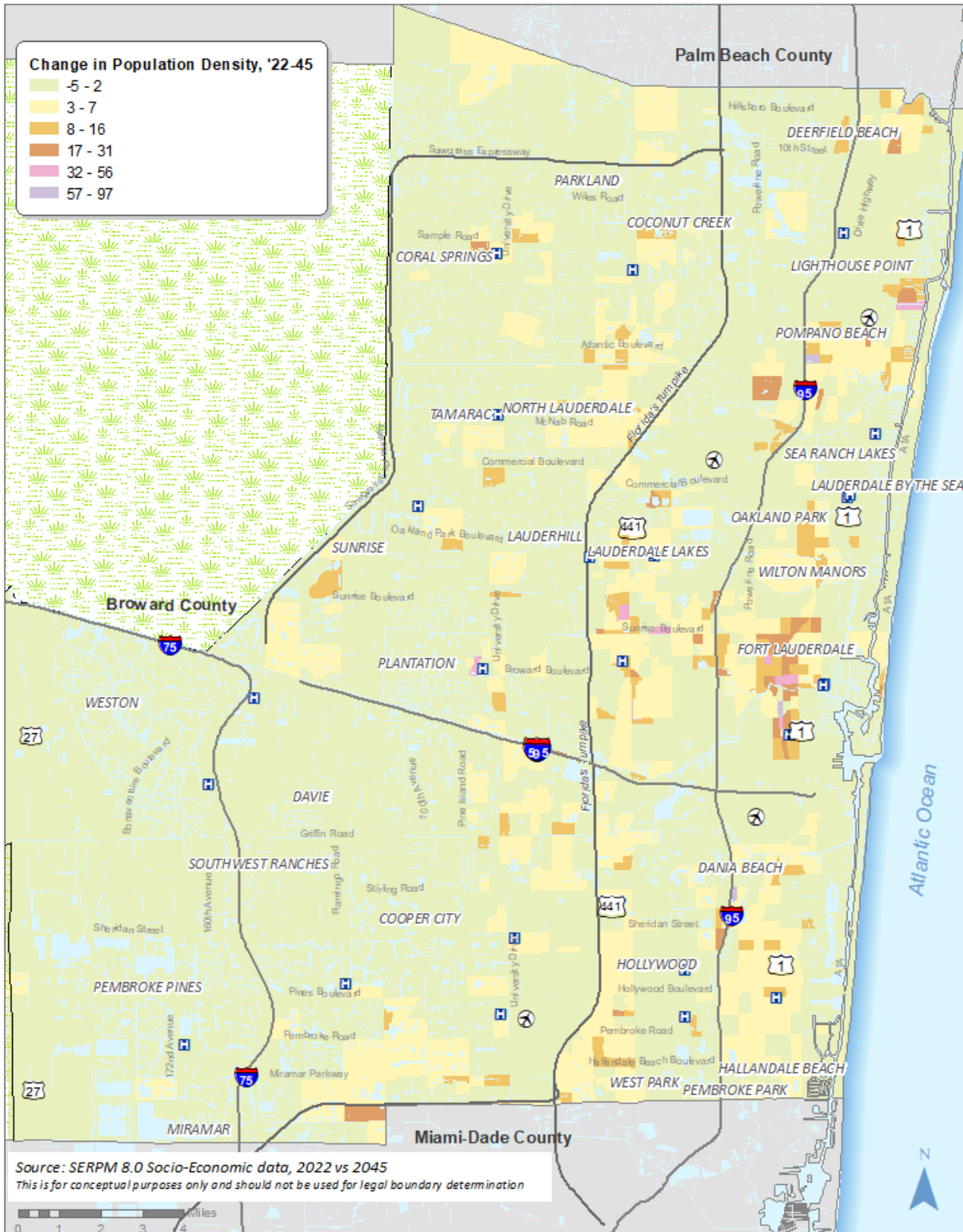
Map 2-2 shows population densities by Micro Analysis Zones (MAZ) used in the Southeast Florida Regional Planning Model (SERPM) for 2015. Like a Traffic Analysis Zone (TAZ), these geographic units were developed using 2017 Broward County population forecasts prepared for the Broward 2045 Metropolitan Transportation Plan (MTP). Non-residential areas with no population are shown in white. Population density in Broward County does not show a consistent density gradient with respect to the ocean or major highways, suggesting that the spatial arrangement of population is influenced by complex factors such as historical development patterns, economic opportunities, demographic diversity, housing affordability, and land use regulations.

Map 2-3 shows changes in population densities by MAZ from 2022 to 2045. Most MAZs do not experience substantial changes in population density, with the notable exception of downtown Fort Lauderdale and a few scattered zones. **Map 2-4** shows dwelling unit density for 2022. **Map 2-5** shows 2022 to 2045 changes in dwelling unit density. In 2022, zones with a high number of dwelling units are located along the coast near Lauderdale by the Sea, in Lauderdale Lakes, in downtown Fort Lauderdale, and in Hallandale Beach.

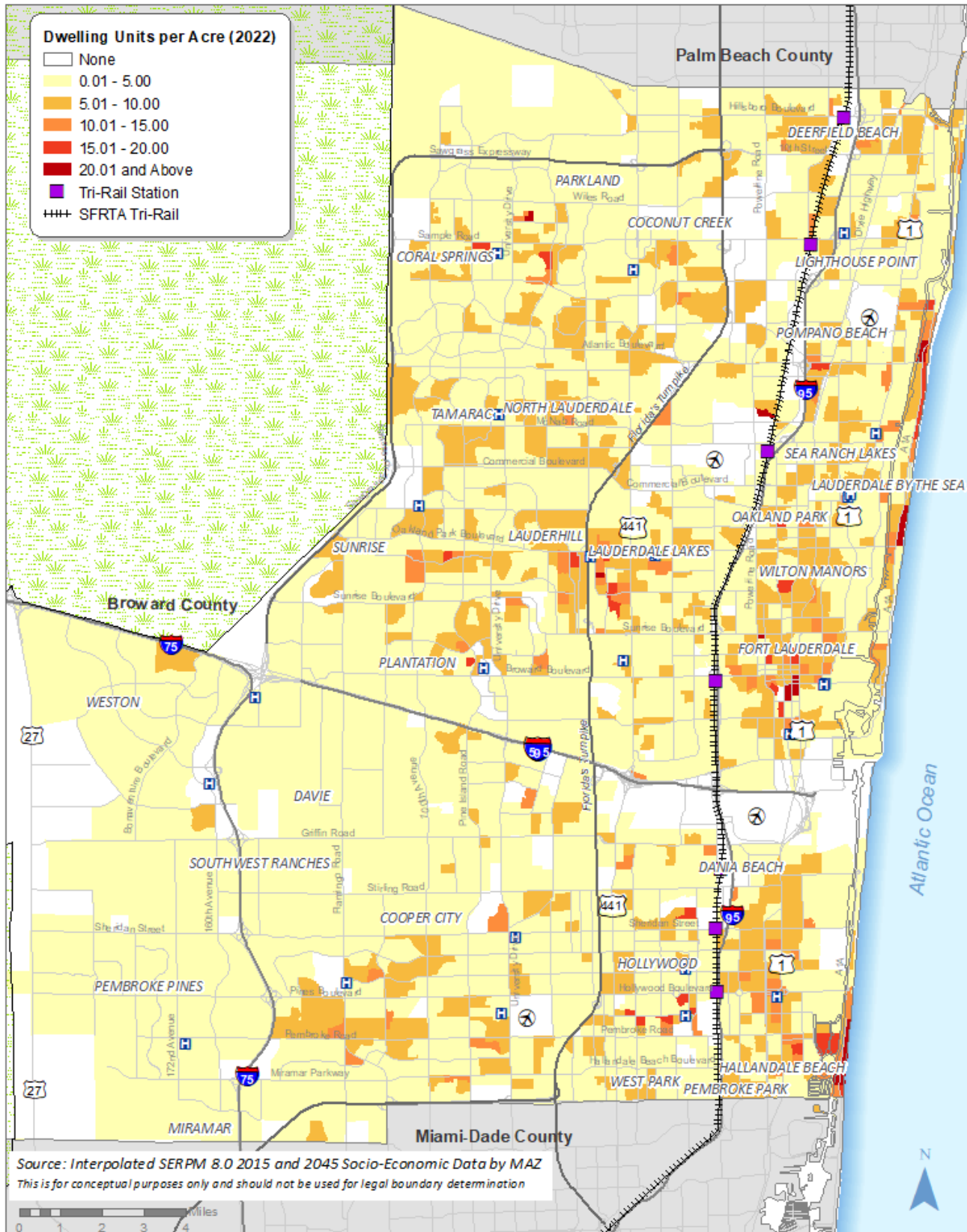
Map 2-2: Broward County Population Density (2022)



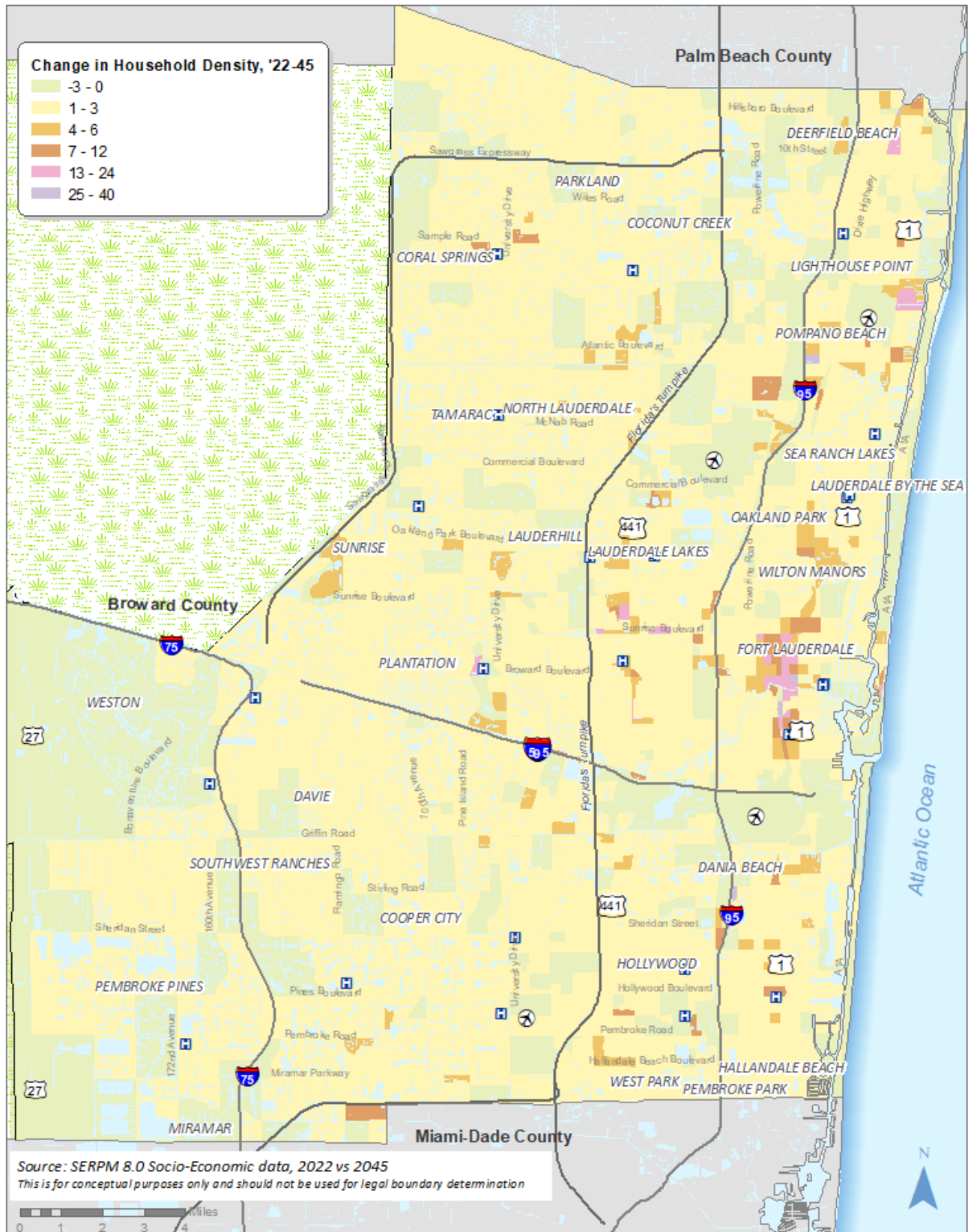
Map 2-3: Forecast Changes in Broward County Population Density (2022-2045)



Map 2-4: Broward County Dwelling Unit Density (2022)



Map 2-5: Forecast Changes in Broward County Dwelling Unit Density (2022-2045)



In 2045, forecast changes suggest substantial increases in dwelling unit density in central Fort Lauderdale. The maps show that the increases in density are clustered in a small number of locations. Given that Broward County is largely built out, most new development is infill and redevelopment, both of which tend to happen at higher intensity than neighborhood averages. Correspondingly, the number of acres of land being developed tends to be small, and new development will be concentrated in a small number of locations that are likely to be viable as major transfer points for the transit network.

Demographic Profile

This section provides a comprehensive analysis of the demographic composition within the BCT service area. It offers detailed insights into key factors that influence transit dependency, presented through both tables and graphs. The critical indicators considered in this examination encompass minority population demographics, income levels, age distribution, and household vehicle availability.

Minority Population

Table 2-7 provides a comparison of the total and percentage share of the minority and non-minority populations in both Broward County and Florida. In this context, the term "minority population" encompasses all racial and ethnic groups except individuals identifying as non-Hispanic and Caucasian/White. Under this definition, individuals who may identify racially as Caucasian/White, but ethnically as Latino or Hispanic, are included in the definition of minority.

The data highlights a notable distinction between Broward County and Florida as a whole. Broward County emerges as a majority-minority county, with the minority population constituting 66% of the total population, significantly higher than Florida's overall minority percentage of 47%. This information is represented geographically in **Map 2-6**, which shows 293 out of 415 census tracts are majority-minority.

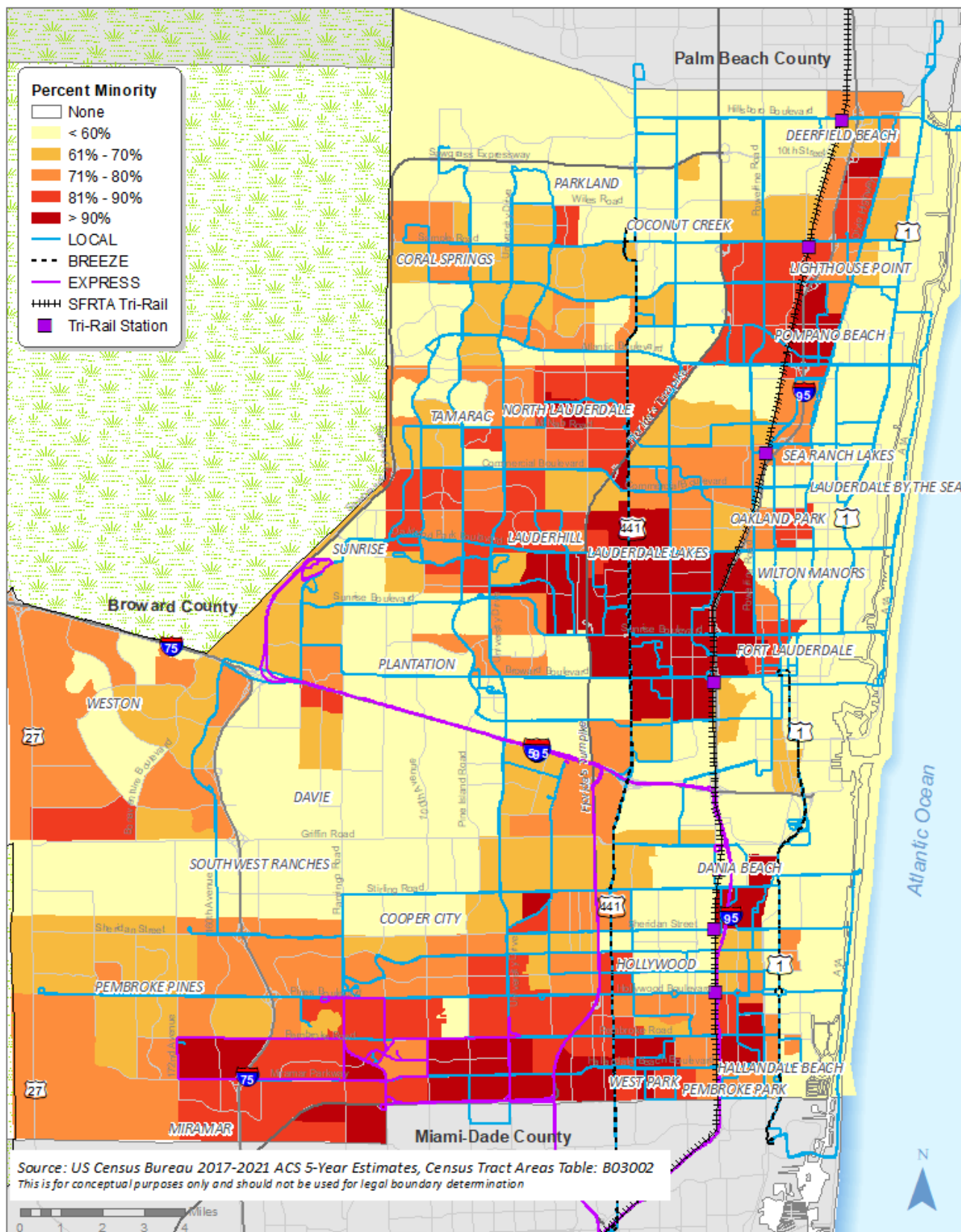
The highest concentrations of minority populations in the southern part of the county are along the Miami-Dade County line, south-east of North Perry Airport and west of Westpark. In the middle of the county, the share of minority population is highest in the Lauderhill/Roosevelt Gardens/Washington Parks neighborhoods. There is a cluster of tracts with a higher percentage minority population west of the Pompano Beach Airport, and a single tract north of Deerfield Beach Middle School.

Table 2-7: Broward County Minority Population

Location	Total Population	Minority Population	Non-Hispanic White Population
Broward	1,934,551	1,273,634	660,917
% of Total	100%	66%	34%
Florida	21,339,762	10,122,575	11,217,187
% of Total	100%	47%	53%

Source: 2021 ACS 5-Year Estimates, Table B03002

Map 2-6: Broward County Minority Population



Age Distribution

The age distribution in Broward County closely aligns with Florida’s overall demographics, showing a similar pattern in the size of age groups. The county has a slightly higher proportion of youth and working-age adults between the ages of 25 and 64 compared to the statewide average. Broward County has a lower share of older adults, with only 17% of the population aged 65 and older, while the state's average stands at 20%. **Table 2-8** offers a comparative view of the age distribution based on the 2021 ACS 5-year estimates for both Broward County and Florida.

Table 2-8: Age Distribution in Broward County and Florida

Location	Total Population	Under 18 Years	18–24 Years	25–44 Years	45–64 Years	65+ Years
Broward	1,934,551	411,085	148,798	517,982	534,249	322,437
% of Total	100%	21%	8%	27%	28%	17%
Florida	21,339,762	4,261,313	1,729,159	5,369,372	5,632,953	4,346,965
% of Total	100%	20%	8%	25%	26%	20%

Source: 2021 ACS 5-Year Estimates, Table DP05

Note: Numbers may not sum to 100% due to rounding.

Trends in age distributions are shown in **Table 2-9**. Over the past two decades, from 2000 to 2020, there has been a decline of 4% in the proportion of the under age 18 population and a 5% decline in the proportion of individuals aged between 18 to 44 years. Conversely, there has been an observable increase in the number of older working-age adults (age 45 to 64) of 6%. Similarly, the elderly population (age 65 or older) has seen a modest rise of 1% during the same period. A significant 22% of the population in the 45-64 age group in one time period (e.g., 2000) naturally transitions to the 65 or older age group in the next time period (e.g., 2010), which could mean that individuals are remaining in Broward County as they age, and hence aging in place.

Table 2-9: Broward County Age Trends, as Percentage of Total Population

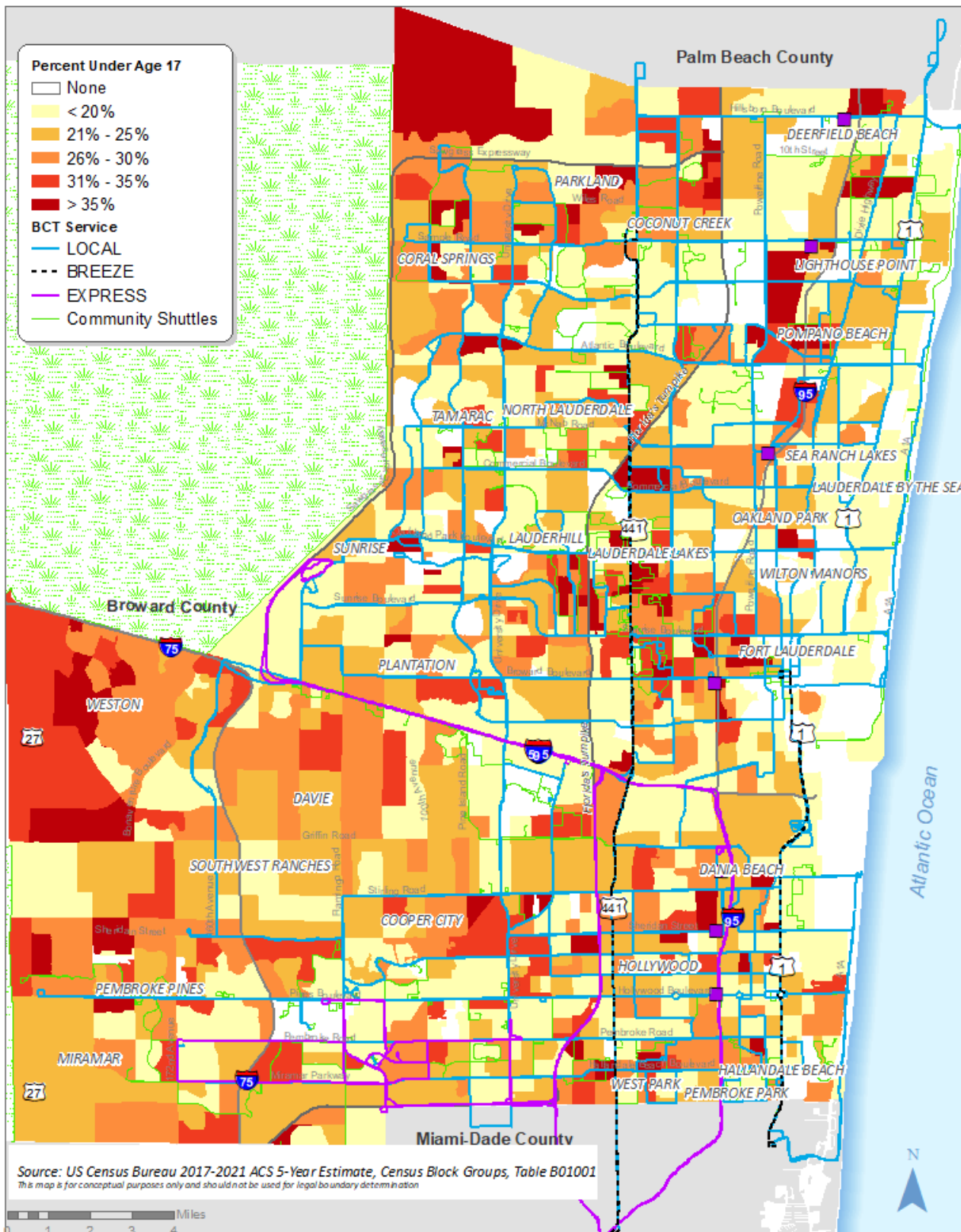
Year	< Age 18	Age 18–44	Age 45–64	Age 65+
2000	24%	39%	22%	16%
2010	22%	36%	28%	14%
2020	20%	34%	28%	17%

Source : Census 2000, Table P12; Census 2010, Table P12; Census 2020, Table DP1

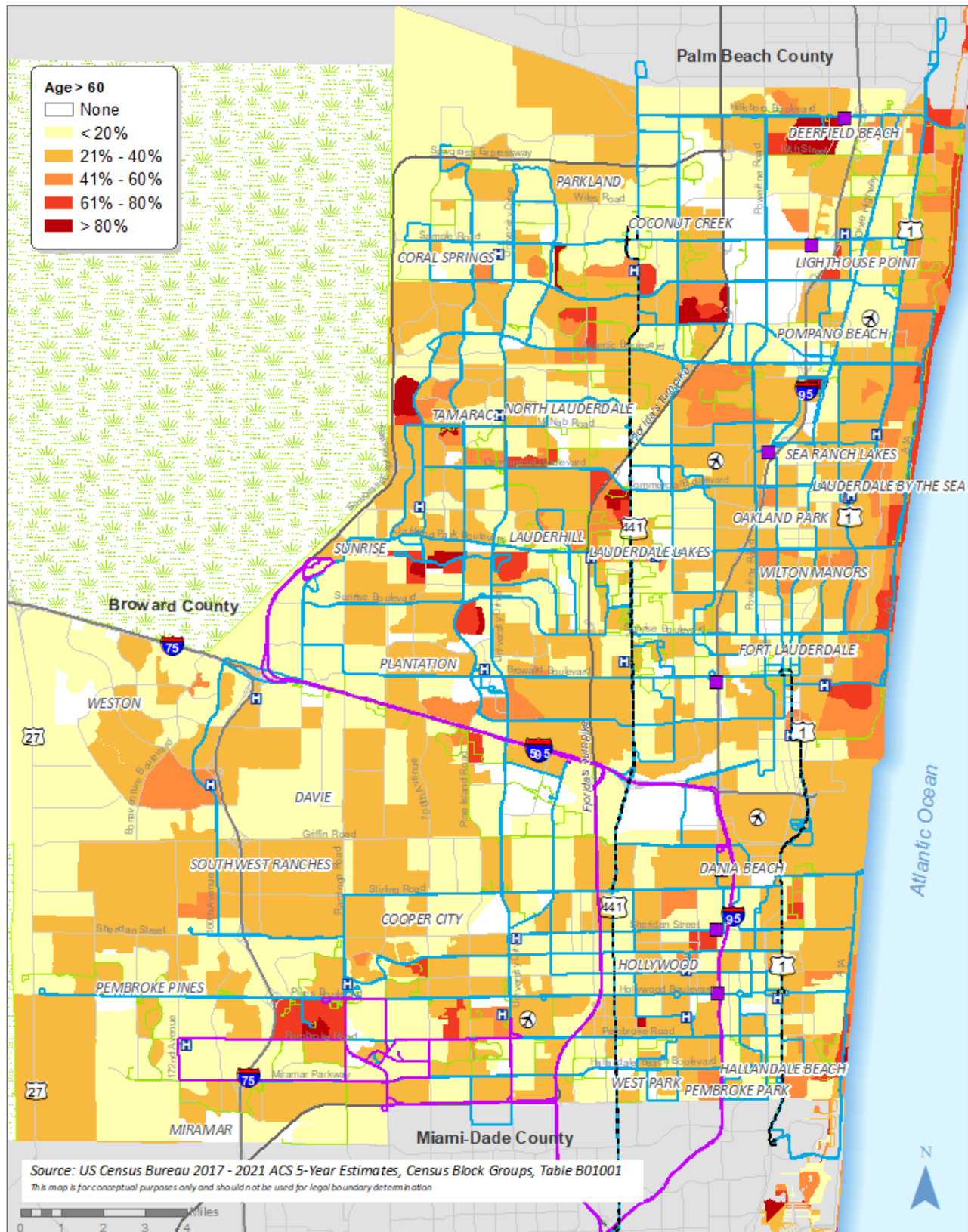
Note: Numbers may not sum to 100% due to rounding.

Map 2-7 shows the share of population under age 17 by block group. As shown, youth under age 17 are notably absent near the Atlantic coast, and concentrated in block groups at the periphery, such as near Weston and at the northwest corner of the county. **Map 2-8** shows the share of population over age 60 by block group, which is concentrated along the Atlantic coast, in areas north of Deerfield Beach and as well near Pembroke Gardens east of I-75.

Map 2-7: Broward County Population under Age 17



Map 2-8: Broward County Population over Age 60



Income

The household income distribution in Broward County, as depicted in **Table 2-10**, bears similarities to the overall distribution in Florida, with a notable difference in the higher income bracket. Specifically, Broward County has a slightly higher proportion of households earning \$100,000 or more, making up one quarter of all households in the county. Conversely, nearly a quarter of county households fall within the lower income range, earning less than \$25,000.

Income is not the only factor determining poverty status. The assessment of poverty by the Census Bureau relies on comparing a household's income over a 12-month period to the specific poverty threshold, which varies based on the size of the household. This threshold represents a monetary value that determines whether a household falls below or above the Poverty Guideline (Federal Poverty Level). For instance, a household of two earning \$20,000 a year would be considered to be above the Poverty Guideline since their income surpasses the corresponding poverty threshold for a household of that size. However, a family of four with the same annual income of \$20,000 would be well below the poverty guideline. This is due to the larger household size, resulting in a higher threshold that they need to meet to be considered above the defined poverty threshold.

Table 2-10: Household Income in Broward County and Florida

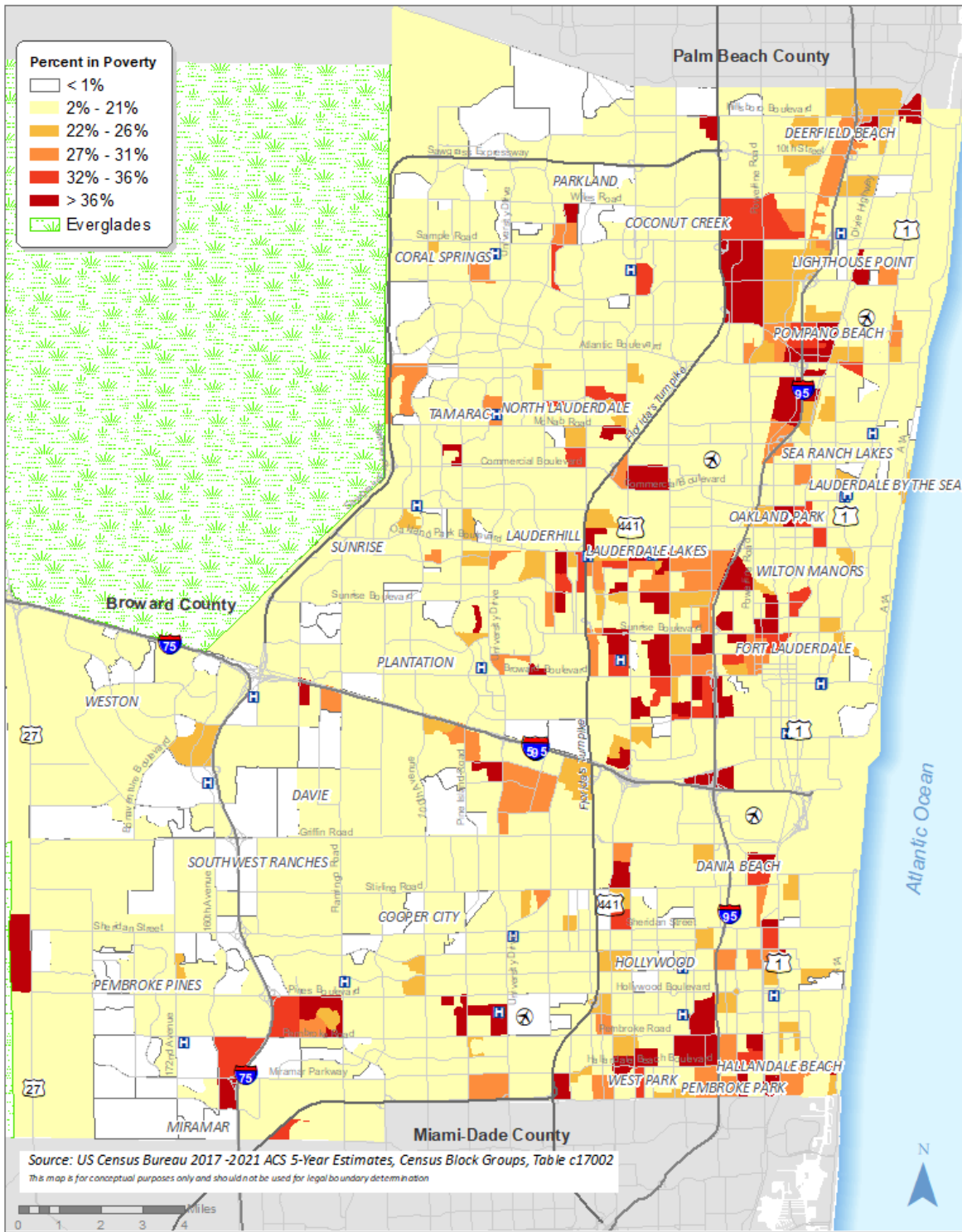
Location	Total Households	\$0 - \$9,999	\$10,000- \$14,999	\$15,000- \$24,999	\$25,000- \$34,999	\$35,000 - \$49,999	\$50,000 - \$99,999	\$100,000+
Broward	732,464	45,932	28,428	56,707	63,367	93,754	219,351	224,925
% of Total	100%	6%	4%	8%	9%	13%	30%	31%
Florida	8,157,420	479,790	320,587	698,552	761,993	1,060,848	2,527,820	2,307,830
% of Total	100%	6%	4%	9%	9%	13%	31%	28%

Source: 2021 ACS 5-Year Estimates, S2503

Note: Numbers may not sum to 100% due to rounding.

Map 2-9 illustrates the share of population in poverty in Broward County. Tracts with a high percentage of persons in poverty are located west of Fort Lauderdale and south of Lauderdale Lakes, along the I-95 corridor in Pompano Beach, and east of the Florida Turnpike and west of Lighthouse Point. The area between Hollywood Boulevard and the Miami-Dade County line also has concentrations of poverty, especially along Miramar Parkway/West Park Road, including two large areas near I-75. In contrast, the share of persons in poverty is low along tracts between the Atlantic Coast and US-1. Populations in poverty typically have fewer vehicles per person in the household and are likely to be multi-modal households who make regular use of transit, implying future transit service provision should prioritize these areas.

Map 2-9: Broward County Population in Poverty



Household Vehicle Availability

Lack of access to a personal vehicle is one of the primary drivers of public transit use. **Table 2-11** provides insights into the distribution of vehicle ownership in Broward County compared with statewide averages. The availability of vehicles per household is nearly identical to the state average. Additionally, nearly half of all households in the county have access to just one vehicle or fewer.

Table 2-11: Households by Number of Available Vehicles

Location	Total Households	Zero	One	Two	Three or More
Broward	732,464	50,003	294,406	271,993	116,062
% of Total	100%	7%	40%	37%	16%
Florida	8,157,420	489,117	3,165,111	3,135,132	1,368,060
% of Total	100%	6%	39%	38%	17%

Source: 2021 ACS 5-Year Estimates, Table B08201

Note: Numbers may not sum to 100% due to rounding.

Table 2-12 provides a more detailed breakdown of the number of households by size that have access to only one vehicle. For instance, a one-person household with access to one vehicle is reasonably self-sufficient in terms of transportation needs. However, as the household size increases, arranging travel becomes more challenging. In Broward County, close to 20% of all households consist of two or more individuals with access to only one vehicle.

Table 2-12: Broward County One-Vehicle Households by Size

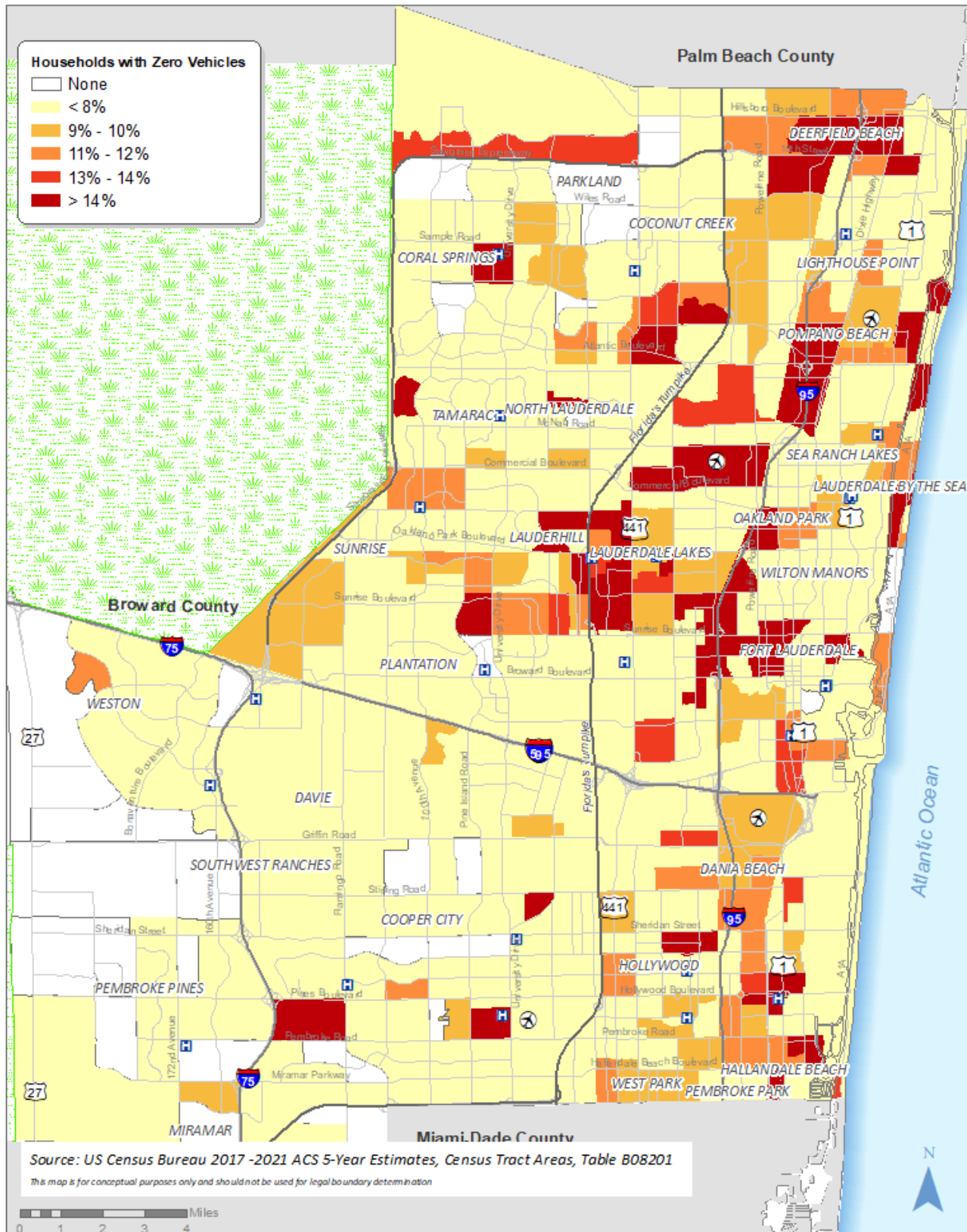
Vehicles	Total Households	1-person household	2-person household	3-person household	4-or-more-person household
Total One-Vehicle Households	294,406	164,974	78,741	28,212	22,479
% of One-Vehicle Households	100%	56%	27%	10%	8%
% of County Households	40%	23%	11%	4%	3%

Source: 2021 ACS 5-Year Estimates, Table B08201

Note: Numbers may not sum to 100% due to rounding.

Public transit becomes critically important when a substantial percentage of households lack access to a personal vehicle. **Map 2-10** illustrates the percentage of households that do not own a vehicle by census tract. There is a large cluster where greater than 90% of households do not own a vehicle near southern Lauderdale Lakes and west Fort Lauderdale. There is another cluster in Pompano Beach and south of Dania Beach, along with a cluster along the Miami-Dade County line.

Map 2-10: Broward County Percentage of Households with Zero Vehicles



Transportation Disadvantaged Population Estimates

Florida statute §427.011(1) defines transportation disadvantaged as “persons who because of physical or mental disability, income status, or age are unable to transport themselves or to purchase transportation and are, therefore, dependent upon others to obtain access to healthcare, employment, shopping, social activities or other life-sustaining activities, or children who are handicapped or high-risk or at-risk.” **Table 2-13** presents an estimation of the transportation disadvantaged residents in Broward County.

According to the 2022 Broward County Transportation Disadvantaged Service Plan (TDSP), approximately 606,917 individuals, accounting for 32% of the resident population, were classified as transportation disadvantaged in 2022. Among the transportation disadvantaged population, a little over half are non-elderly, but exhibit other characteristics that may limit their mobility, such as having a disability, being low-income, or both. Remarkably, 36% of the total transportation disadvantaged population who are non-elderly are able-bodied but face financial constraints, falling under the low-income category. Conversely, the elderly constitute approximately 45% of the transportation disadvantaged population, with the most vulnerable subgroup being those who have both disabilities and low-income, making up 3% of the total transportation disadvantaged population. Additionally, transportation disadvantaged users of all ages with disabilities constitute 35% of the overall transportation disadvantaged population. Looking ahead to 2023, population projections indicate a marginal 0.6% increase in the overall transportation disadvantaged population.

Table 2-13: Broward County Disadvantaged Population

TD Segments	2022 Population Estimates	% of Total TD Population	2023 Population Estimates
Non-elderly/disabled/low income	29,886	5%	30,062
Non-elderly/disabled/not low income	82,573	14%	83,058
Elderly/disabled/low income	15,447	3%	15,538
Elderly/disabled/not low income	85,298	14%	85,799
Elderly/non-disabled/low income	21,330	4%	21,455
Elderly/non-disabled/not low income	154,702	26%	155,611
Non-elderly/non-disabled/low income	217,680	36%	218,958
Total General TD Population	606,917	100%	610,481
Total Population	1,893,917	32%	1,905,041

Source: Broward County Transportation Disadvantaged Service Plan Update, May 2022

Note: Numbers may not sum to 100% due to rounding.

Because transit represents such a marginal share of travel, it is often easy to marginalize the transportation disadvantaged population. However, the assessment of the size of the population suggests it represents over 600,000 people, nearly a third of the population in Broward County. This

suggests substantial unmet transportation needs, where trips are not being taken for lack of opportunity.

Labor Force

Table 2-14 presents the total labor force data for both Broward County and the state of Florida. The unemployment rate in Broward County is slightly higher than the statewide rate. In the ACS, employed persons are defined as individuals aged 16 or older in the civilian population who received payment for performing at least one hour of work during the survey period. This definition excludes individuals in the Armed Forces. It is important to note that individuals are counted only once in the employed category, regardless of the number of jobs they may hold. Only individuals aged 16 and over who are actively seeking work (but are not currently employed) are included in the unemployed count. Those who may be unemployed but have given up actively looking for work are not included in the unemployed category. The implication is that Broward County has almost a million employed persons, many of whom are in need of daily transportation to meet their commuting needs.

Table 2-14: Broward County and Florida Employment

Location	Total Labor Force	Employed	Unemployed	Unemployment Rate
Broward	1,041,339	977,644	62,334	6%
Florida	10,448,290	9,824,911	552,125	5%

Source: 2021 ACS 5-year Estimate, Table B23025

Major Employers

Table 2-15 highlights the largest industries by employment in Broward County with education/health/social care comprising 20% of the total employment, followed by management and other professional services at 14%, retail at 12%, and hospitality services at 10%. It is noteworthy that Broward County's employment industry mix closely resembles the overall employment trends in the state of Florida.

Table 2-16 shows that Broward County boasts a diverse array of employers, with Broward County Public Schools (BCPS) leading the way as the largest employer, employing over 30,000 workers. Following BCPS, Memorial Healthcare System, Broward Health, Nova Southeastern University, and AutoNation also stand as significant employers in the county. Several employers, like BCPS, have a widespread presence across multiple sites within the county. The implication of this list is that these major employers might be good targets to reach out for Transportation Demand Management programs such as free or discounted bus passes.

While the list captures businesses with headquarters based in Broward County, it may not encompass major employers like Wal-Mart, which, despite having numerous employees in the area, have their corporate headquarters situated elsewhere.

Table 2-15: Employment by Industry

Industry Sector	Broward	Florida
Agriculture, Forestry, Fishing & Hunting, Mining	0.24%	0.84%
Construction	7.33%	8.05%
Manufacturing	4.85%	5.14%
Wholesale Trade	3.22%	2.56%
Retail Trade	12.35%	12.29%
Transportation & Warehousing, Utilities	6.66%	5.99%
Information	2.23%	1.68%
Finance & Insurance, Real Estate & Rental and Leasing	7.58%	7.82%
Professional, Scientific, & Management, Administrative and Waste Management Services	14.87%	13.52%
Educational Services, Health Care and Social Assistance	20.88%	21.12%
Arts, Entertainment, & Recreation, Accommodation and Food Services	10.17%	11.48%
Other Services, except Public Administration	5.29%	5.21%
Public Administration	4.34%	4.32%

Source: 2021 ACS 5-Year Estimates, Table S2403

Note: Numbers may not sum to 100% due to rounding.

Table 2-16: Broward County Major Employers

Company	Sector	South FL Employment
Broward County Public Schools	Public schools and adult education	34,218
Broward County Government	County government	12,787
Memorial Healthcare System	Hospital district	11,200
Broward Health	Hospital district	8,270
Nova Southeastern University	University–bachelor, master, and doctoral degrees	6,234
First Service Residential	Residential property management firm	5,400
HEICO	Jet engines and parts	4,532
Spirit Airlines	Air carrier	3,790
American Express	Commercial and consumer financial services, traveling consulting	3,500
AutoNation	Automotive retailer–corporate HQ	3,000
City of Fort Lauderdale	City government	2,847
Mednax	Provider of neonatal, maternal-fetal, pediatric subspecialty and anesthesia physician services.	2,636
UKG, f.k.a, Ultimate Software	Tech company specializing in HR software solutions	1,800
The Castle Group	Real Estate	1,790
JM Family Enterprises, Inc.	Diversified automotive provider	1,719
Citrix	Leading software developer of interactive platforms	1,700
City Furniture	Home furniture retailer	1,629
Broward College	State College	1,468
DHL Express	Air courier services	1,400
National Beverage Corp.	Non-alcoholic beverages	1,300
Kaplan	Online educational provider	1,291
City of Hollywood	City government	1,205
City of Miramar	City government	1,118
City of Pembroke Pines	City government	1,023
Rick Case Automotive Group	Automotive sales and services	905
Sun Sentinel Co.	Publishes/prints daily/weekly newspapers, niche publications, commercial printing	897
SDI International	Management service company	800
Zimmerman	Advertising agency	650
Trividia Health	Provides diabetes management solutions	550
Weatherby Healthcare	Staffing and recruiting	457

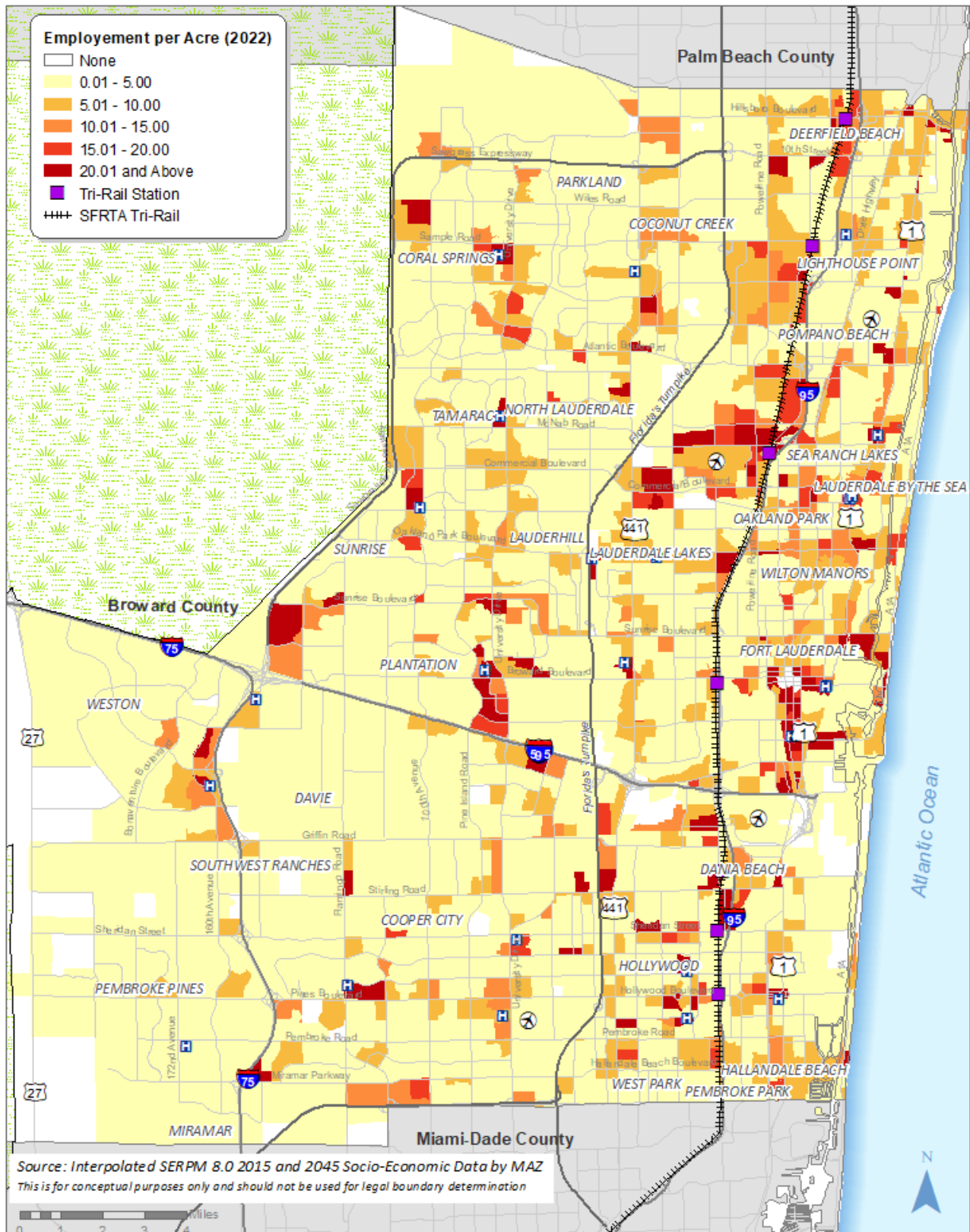
Note: Full-time employees only

Source: Greater Fort Lauderdale Alliance, Largest Public Sector Employers – Government & Tax Assisted (2020) & Largest Private employers (2020)

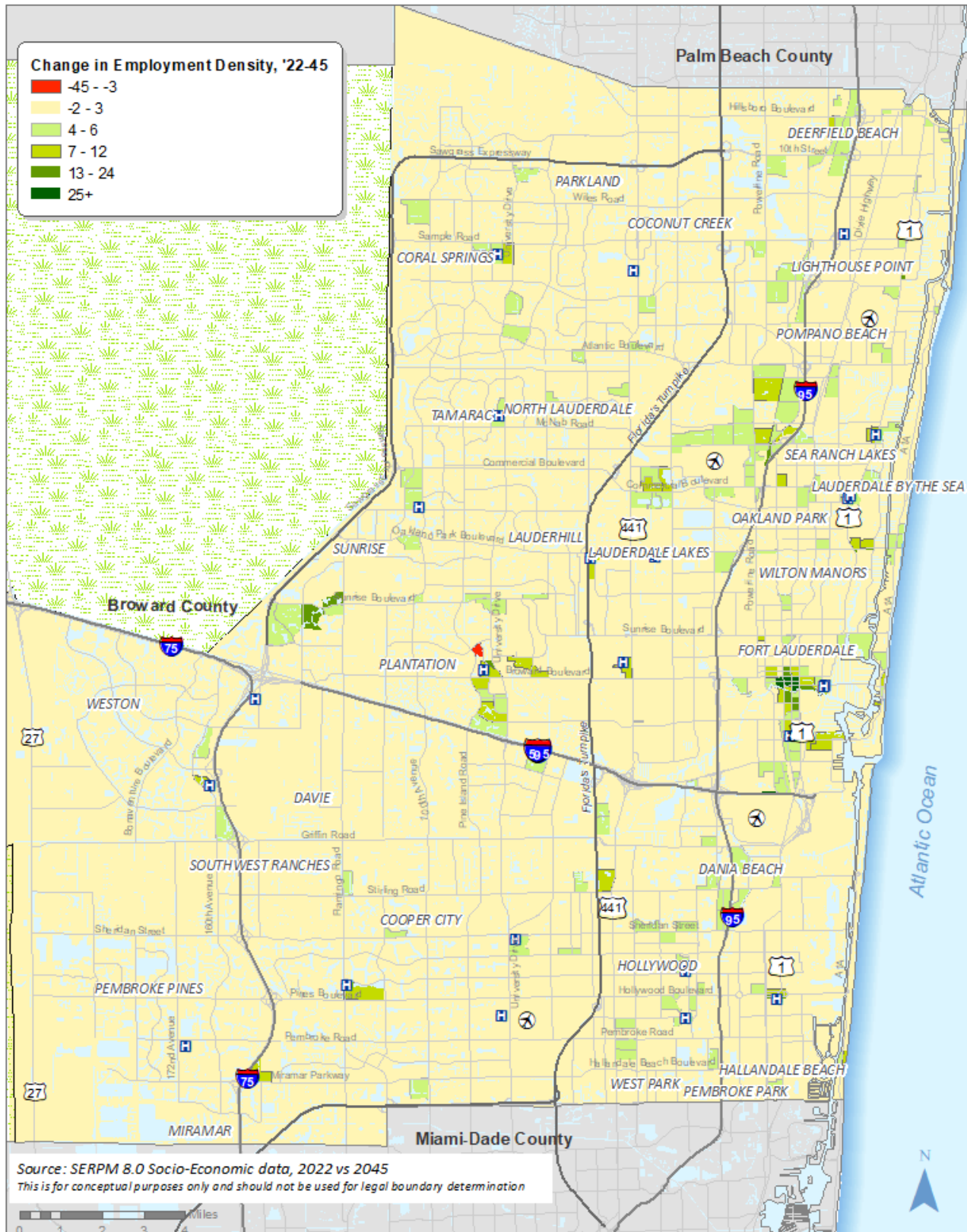
Employment Density

The forecasted 2022 employment density by MAZ for Broward County is shown in **Map 2-11**, with changes shown in **Map 2-12**. The data comes from SERPM, v 8.0. Data for 2022 is based on an interpolation of 2015 to 2045 data. While few MAZ have no employment, most have fewer than 5 employees per acre, and only a small number of tracts with greater than 20 employees per acre. Notable clusters of tracts with high employment per acre are in downtown Fort Lauderdale, southwest of Plantation near the hospital, west of Sea Ranch Lakes, and north of the airport. The map of forecast changes in employment density anticipates substantial increases in downtown Fort Lauderdale, east of Sawgrass Mills Mall, and near Sea Ranch lakes between I-95 and the Florida Turnpike. The implication is that while anticipated future density is not a sufficient basis for immediate service increases, it should be considered when planning for long-term capital investments in fixed guideway such as light rail transit (LRT) or bus rapid transit (BRT).

Map 2-11: Broward County Employment Density (2022)



Map 2-12: Forecast Changes in Broward County Employment Density (2022-2045)



Journey-to-Work Characteristics

Commuting Patterns

Table 2-17 presents the commuting patterns of Broward County workers over the years 2010, 2015, and 2020 by county of residence. Most Broward County workers, over 60%, both lived and worked within the boundaries of Broward County in each of the years presented. In 2020, around 20% of Broward County workers chose to work in Miami-Dade County, and 9% opted to commute to Palm Beach County for employment opportunities. Additionally, 6% of Broward County workers sought opportunities in other nearby counties or locations outside southeast Florida.

The analysis of the 2020 Broward County workforce in comparison to 2015 reveals that the commuting dynamics between Broward, Miami-Dade, and Palm Beach counties remained relatively stable over the five-year period. However, an interesting observation arises from the category of “Other” counties, representing long-distance commuters. Notably, there was a minor increase of 1% in the number of Broward County workers who opted to commute to these “Other” counties.

Table 2-17: Where Workers are Employed, whose County of Residence is Broward County

County Where Work	2020 # of Workers	2020 % of Total	2015 # of Workers	2015 % of Total	2010 # of Workers	2010 % of Total
Total	772,972	100%	758,728	100%	671,836	100%
Broward	482,406	62%	480,339	63%	418,753	62%
Miami-Dade	156,900	20%	150,020	20%	130,111	19%
Palm Beach	70,988	9%	72,052	9%	56,946	8%
Orange	10,095	1%	9,884	1%	11,961	2%
Hillsborough	8,693	1%	7,656	1%	8,727	1%
Others	43,890	6%	38,777	5%	45,338	7%

Source: U.S. Census Bureau & Department of Labor, LEHD Origin-Destination Employment Statistics, Primary Jobs

Note: Numbers may not sum to 100% due to rounding.

While most Broward County resident commute trips fall within Broward County, almost a fifth of Broward County residents commute to Miami-Dade County, affirming continued coordination with Miami-Dade Transit (MDT) in service provision is worthwhile. It also may be beneficial to determine if additional express bus service is warranted between the two counties.

Table 2-18 presents the county of residence for Broward County workers in 2010, 2015, and 2020. Once again, the table shows a strong commuting relationship between Broward County and its neighboring counties, Miami-Dade and Palm Beach.

Over the decade from 2010 to 2020, the percentage of workers commuting to Broward County from Miami-Dade and Palm Beach Counties has remained constant, indicating a stable labor flow between these neighboring regions. A noteworthy finding from the data is the slight increase of approximately

1% in the share of Broward workers commuting from “Other” counties to their workplace within Broward County.

Table 2-18: Where Workers live, who are employed in Broward County

County of Residence	2020 # of Workers	% of Total	2015 # of Workers	% of Total	2010 # of Workers	% of Total
Total	768,334	100%	744,748	100%	651,114	100%
Broward	482,406	63%	480,339	64%	418,753	64%
Miami-Dade	121,798	16%	119,191	16%	96,152	15%
Palm Beach	76,116	10%	71,118	10%	61,299	9%
Orange	9,235	1%	7,937	1%	10,452	2%
Hillsborough	8,188	1%	7,940	1%	8,689	1%
Other	70,591	9%	58,223	8%	55,769	9%

Source: U.S. Census Bureau & Department of Labor, LEHD Origin-Destination Employment Statistics, Primary Jobs

Note: Numbers may not sum to 100% due to rounding.

The substantial share of Miami-Dade residents who commute to Broward supports that continued coordination with MDT in service provision may be worthwhile. In addition to Broward County residents commuting to jobs in Miami-Dade County, there are Miami-Dade County residents commuting to Broward County jobs.

Travel Time to Work

The average travel time for workers in Broward County in comparison to the typical Florida resident is shown in **Table 2-19**. On average, Broward County commute times are longer than those of the typical Florida resident. In Broward County, only 7% of employed residents are fortunate enough to reach their workplaces within 10 minutes, compared to 9% for the state. A considerable proportion of Broward residents, approximately 24%, spend 20 to 30 minutes commuting to work, a percentage that closely aligns with the 22% of Florida residents in a similar time range. More significantly, about 9% of Broward County residents endure extensive commutes, exceeding 60 minutes.

Table 2-19: Travel Time to Work

Location	< 10 Minutes	10–19 Minutes	20–29 Minutes	30–44 Minutes	45–59 Minutes	> 60 Minutes
Broward	7%	23%	24%	27%	10%	9%
Florida	9%	26%	22%	25%	9%	8%

Source: 2021 ACS 5-Year Estimates, Table B08303

Note: Numbers may not sum to 100% due to rounding.

Means of Journey to Work

Mode of transportation used by workers in Broward County on their daily commutes are shown in **Table 2-20**. Driving alone remains the dominant mode, representing about three quarters of journeys to work in 2021. Working from home moved from third most common to second most common mode

in 2021 following the pandemic. The number of people working from home more than doubled from 2011 to 2021. For the same period, the number of people commuting by carpooling or walking has remained steady, while the number of people commuting by transit has been declining since 2016 with pandemic-induced declines in 2020 and 2021. Bike, taxi, motorcycle, and other means show substantial increases over the past ten years. All modes declined in 2020 except work from home and bike, taxi, motorcycle, and other.

Table 2-20: Journey to Work Mode by Year

Year	Bike, Taxi, Motorcycle, Other	Walk	Transit	Work From Home	Carpool	Drove Alone
2011	14,832	11,068	23,702	35,569	79,357	661,053
2012	15,787	11,203	24,677	37,053	81,135	662,877
2013	15,842	10,901	24,388	36,835	81,530	662,569
2014	16,287	10,977	25,710	38,978	80,917	677,782
2015	17,141	10,867	26,759	42,524	82,096	694,271
2016	18,545	11,475	26,485	43,396	83,973	708,764
2017	18,995	10,961	25,527	44,586	82,257	730,346
2018	20,928	10,935	24,663	47,006	82,213	744,593
2019	22,599	11,497	24,825	49,414	85,817	754,014
2020	23,057	11,015	22,765	63,985	86,089	747,893
2021	24,227	10,651	20,122	87,141	84,337	731,217

Source: 2011-2021 ACS 5-Year Estimates, Table B08124

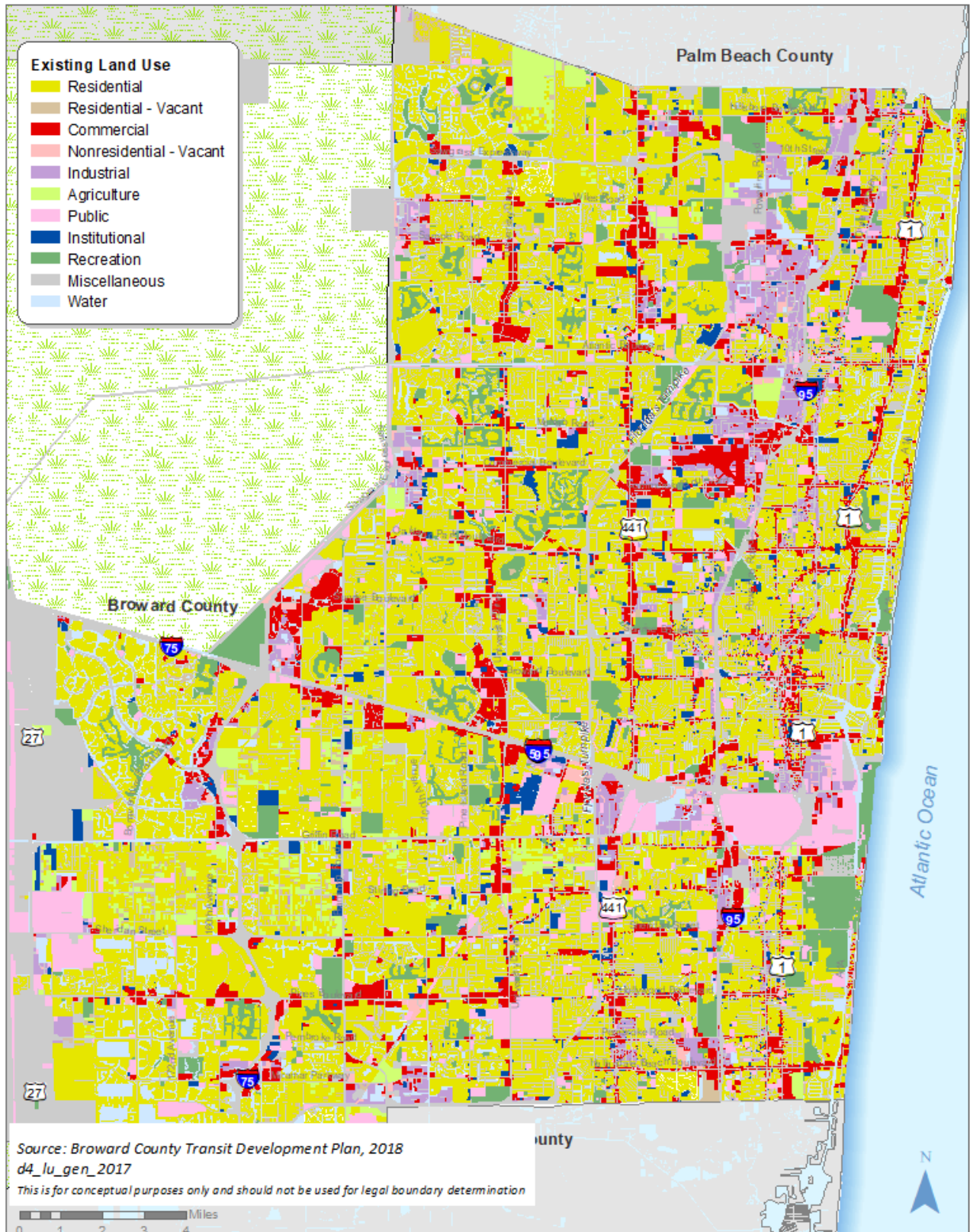
Note: The bar for each column is for visual purposes only.

Land Use Characteristics

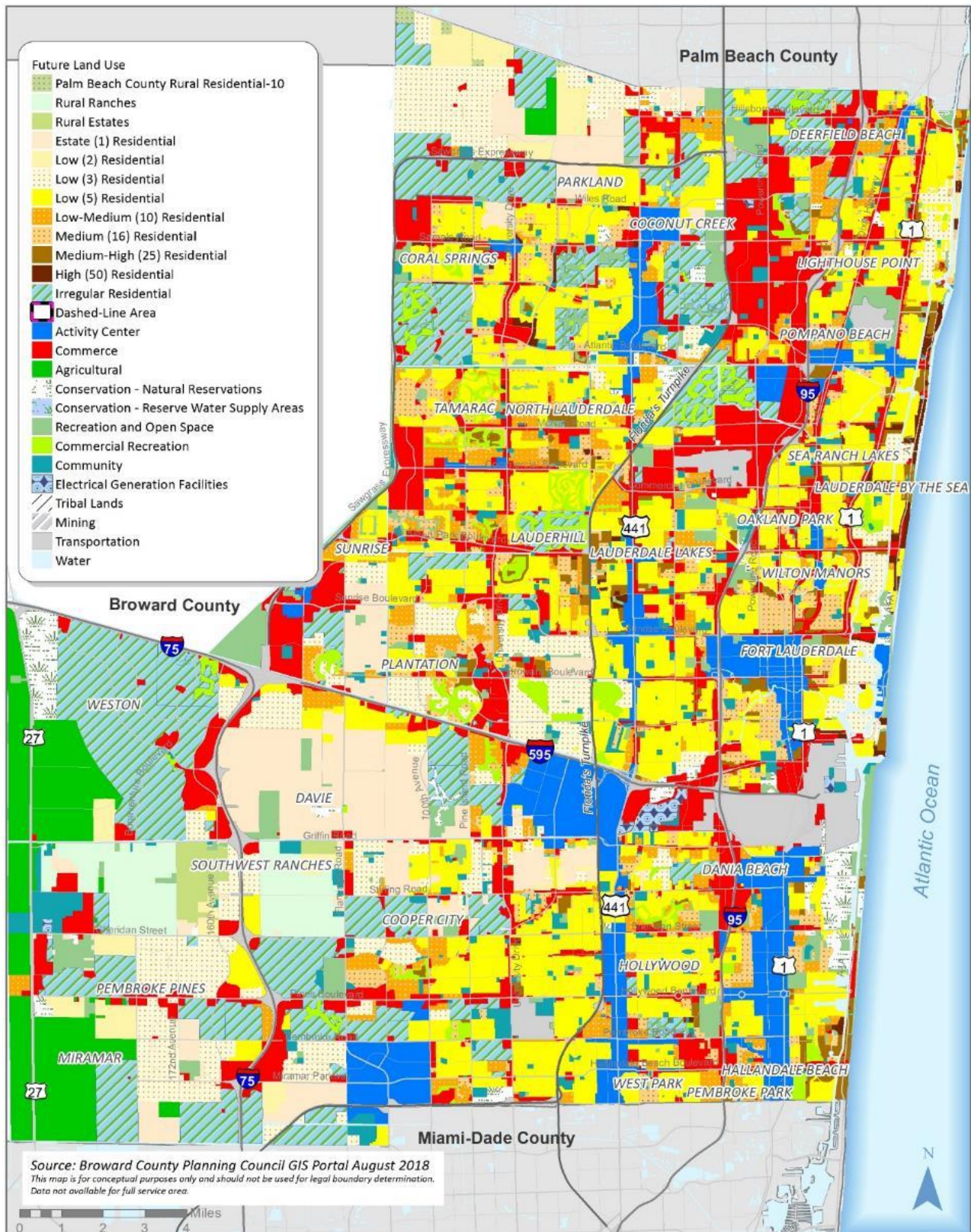
The primary developed land use in Broward County is residential, followed by public right of way, other public uses, commercial (retail/office), and water. Together with unbuilt recreational lands, these represent 95% of the land use in Broward County. The spatial distribution of existing land uses is shown in **Map 2-13**.

Broward County is considered “built out,” with most new developments consisting of infill and redevelopment. Broward County and its municipalities have established land use and zoning maps to guide future developments in the county. The 2017 Broward County Land Use Plan, BrowardNEXT, was developed by the Broward County Planning Council to guide future development. The future land use plan is shown in **Map 2-14**. The future land use map shows a substantial increase in areas

Map 2-13: Broward County Existing Land Use



Map 2-14: Broward County Future Land Use



dedicated to commercial development, which tends to be transit supportive.

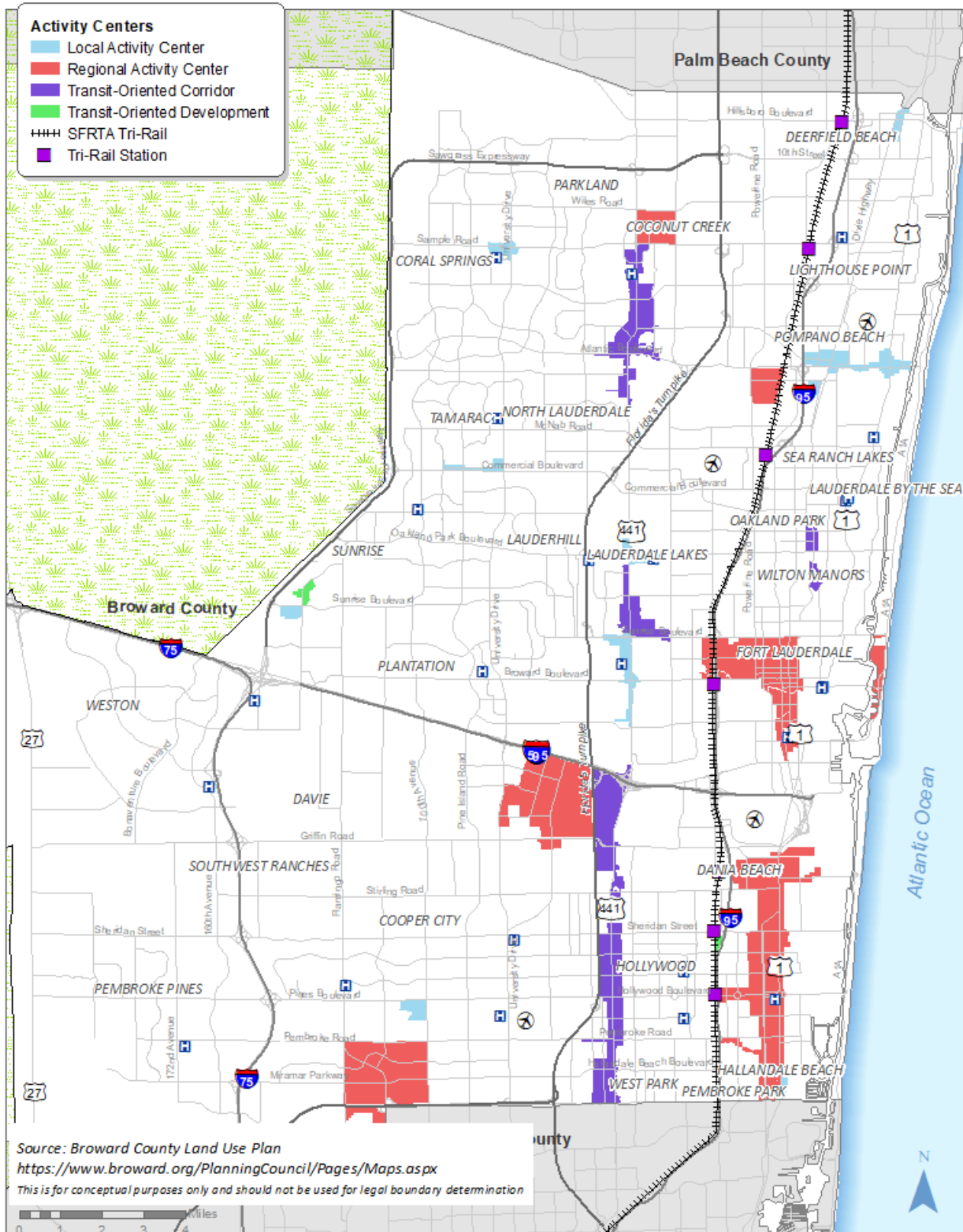
BrowardNEXT focuses on activity centers (Local Activity Centers, Regional Activity Centers, Transit Oriented Corridors, and Transit Oriented Development). These activity centers consolidate designated areas and closely match up with major hubs and service areas that are served by BCT. **Map 2-15** shows the future planned activity centers from BrowardNEXT. Such areas possess a regional, multi-institutional, and multi-jurisdictional focus on their growth and success, and merit special attention to ensure that transit service is effectively integrated as planned.

Major Trip Generators

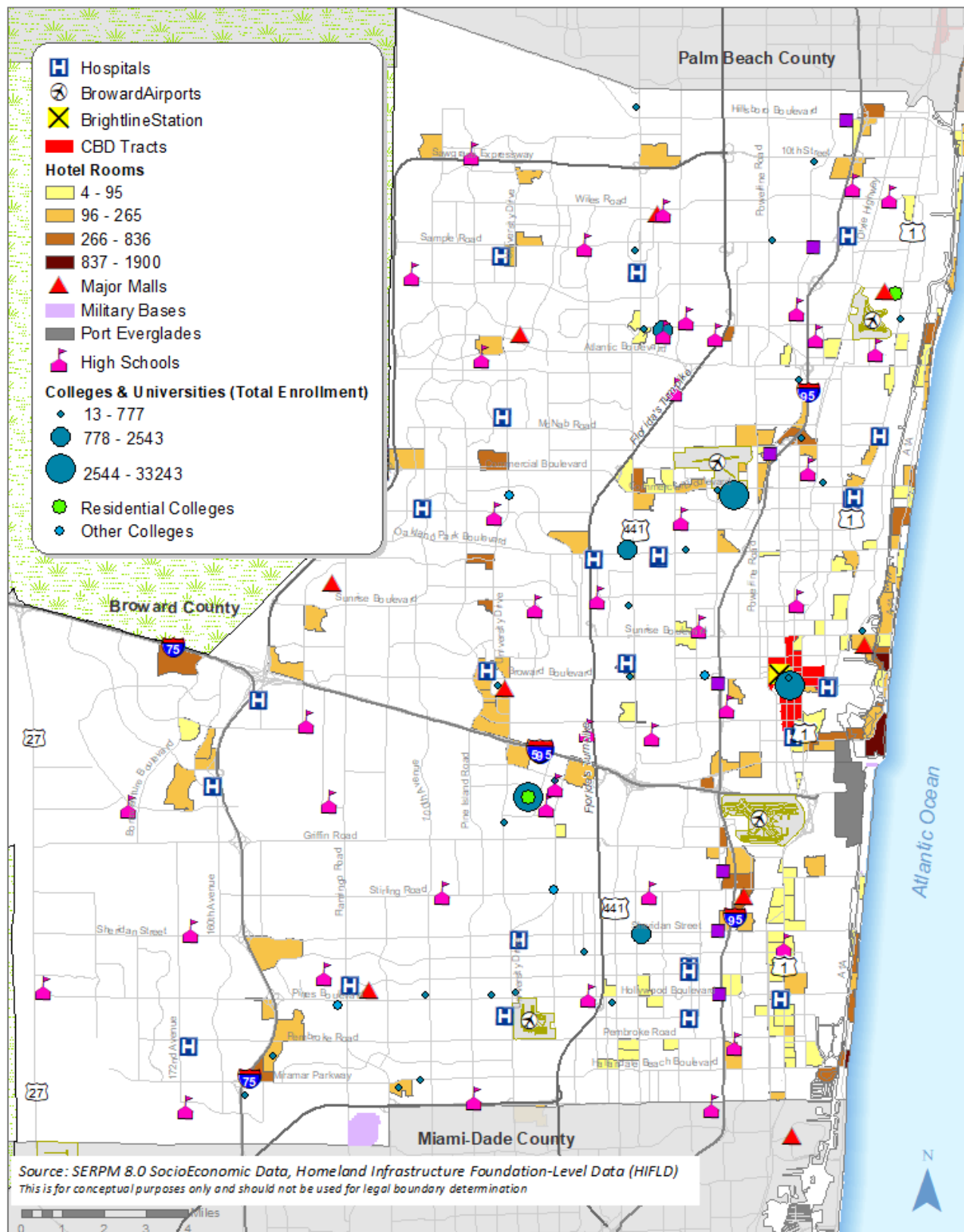
Existing major trip generators are identified in **Map 2-16**. Transportation terminals such as airports, railway stations, and seaports may generate additional travel demand above and beyond what population and employment would suggest. Likewise, educational institutions such as colleges, universities, and high schools generate far more trips than their employment alone would suggest due to student trips. Hospitals similarly generate more trips than employment would otherwise suggest thanks to patient visits.

Hospitality and tourism are an important part of the economy in southern Florida and Broward County/Fort Lauderdale, in particular. Accordingly, zones with hotel rooms have been mapped. Finally, major malls can be attractive transit destinations because they represent a large cluster of pedestrian-accessible retailers, restaurants, and services. Accordingly, these locations likely deserve more transit service than simple employment/population density measures would otherwise suggest. While understanding where these trip generators are located is important, it should be noted that they are very dispersed across Broward County, making it difficult to serve with transit.

Map 2-15: Planned Future Activity Centers



Map 2-16: Existing Major Trip Generators



Market Assessment

The TDP market assessment is composed of three separate analyses aimed at evaluating two different transit markets: the discretionary market and the transit dependent market. The discretionary market is comprised of individuals who have transportation options beyond transit, and therefore, they are more sensitive to frequency, reliability, and speed of transit service. The transit dependent market is reliant on transit network coverage to reach most destinations as they do not have access to transportation options. To analyze the two markets, three tools are used: a Density Threshold Assessment (DTA) for the discretionary market as well as a Disadvantaged Communities Index and a Transit Dependent Index (TDI) for the transit dependent market.

Understanding where markets are located geographically within Broward County can assist BCT in assigning the right type of transit service to a particular area. By right sizing transit options, BCT can increase ridership.

Discretionary Market Assessment

The discretionary market pertains to potential transit riders residing in higher density areas of Broward County who may opt to use transit as a viable commuting or transportation alternative. To identify such areas, a DTA was conducted, identifying block groups within Broward County that met industry standards for transit investment, based on employment and dwelling unit thresholds for current and future conditions.

The DTA provides for three tiers of transit investment depending on the threshold met. The tiers are:

- Minimum Investment
- High Investment
- Very High Investment

Minimum Investment reflects the minimum dwelling unit or employment densities required to accommodate basic fixed-route transit services, such as local fixed-route bus service. High Investment is determined when dwelling unit and/or employment densities suggest the potential to sustain more substantial transit investments, such as increased frequencies or express bus services. Very High Investment represents areas with exceedingly high dwelling unit and/or employment densities, suggesting the capacity to support advanced transit investments, such as premium transit services like light rail transit (LRT) and bus rapid transit (BRT). **Table 2-21** presents a comprehensive overview of the dwelling unit and employment density thresholds associated with each level of transit investment.

Table 2-21: Transit Service Density Thresholds

Level of Transit Investment	Dwelling Unit Density Threshold ¹	Employment Density Threshold ²
Minimum Investment	≥4.5 dwelling units/net acre	4 employees/net acre
High Investment	≥7 dwelling units/net acre	5–6 employees/net acre
Very High Investment	≥15 dwelling units/net acre	≥7 employees/net acre

¹ National Academies, Transport Research Board, TCRP Report 165: Transit Capacity and Quality of Service Manual, 3rd edition

²Based on a review of research on the relationship between transit technology and employment densities.

Dwelling unit thresholds are based on net density per residential acre and multiplying thresholds by 1.5 to obtain metrics suitable for evaluating gross acres. Gross acres were estimated using land area for each block group obtained from the US Census Bureau’s Topologically Integrated Geographic Encoding and Referencing (TIGER) system. Land area, rather than total area, was used to obtain a more accurate assessment of density.

Map 2-17 shows the results of the DTA for dwelling units. Based on the analysis, only a limited number of block groups meet the threshold for transit service, and only a handful for frequent transit (4 buses/hour). Some of the block groups meeting the threshold are located along the beach near Lauderdale by the Sea, and others by Hallandale Beach, Pembroke Pines, and Tamarac. The scattered distribution of these nodes suggests that they might serve as sub-central transfer points for a bus network. This assessment reinforces findings in the land use section that residential development is dispersed and low density such that transit service cannot be efficiently delivered.

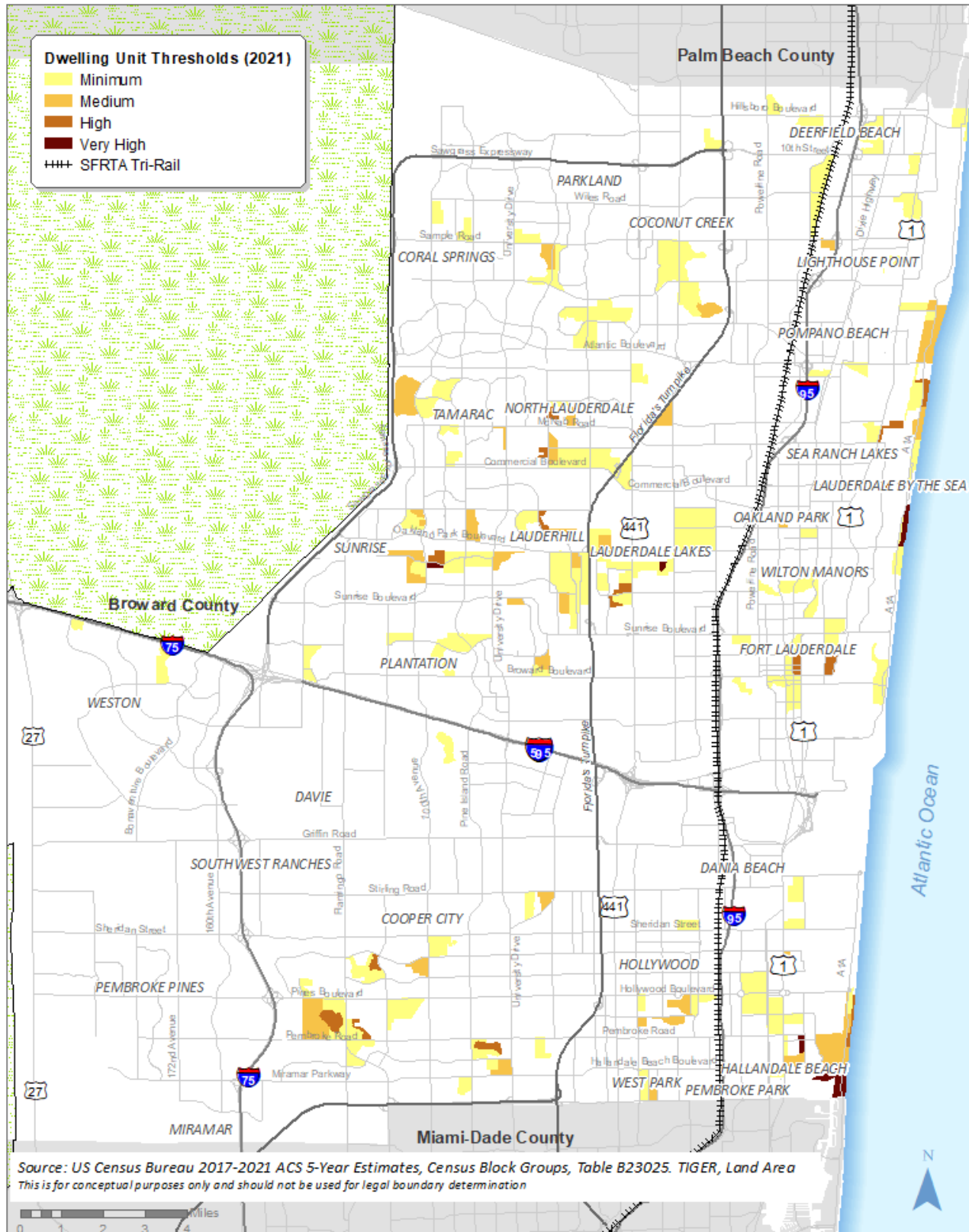
Map 2-18 shows the results of the DTA for employment, which suggests a far broader range of locations as suitable for high levels of transit investment. Locations such as downtown Fort Lauderdale and North Lauderdale may be suitable for very high levels of investment. According to the employment assessment, BCT has a greater opportunity to serve employment destinations more effectively and efficiently due to their higher density concentrations across the county.

Disadvantaged Communities Index

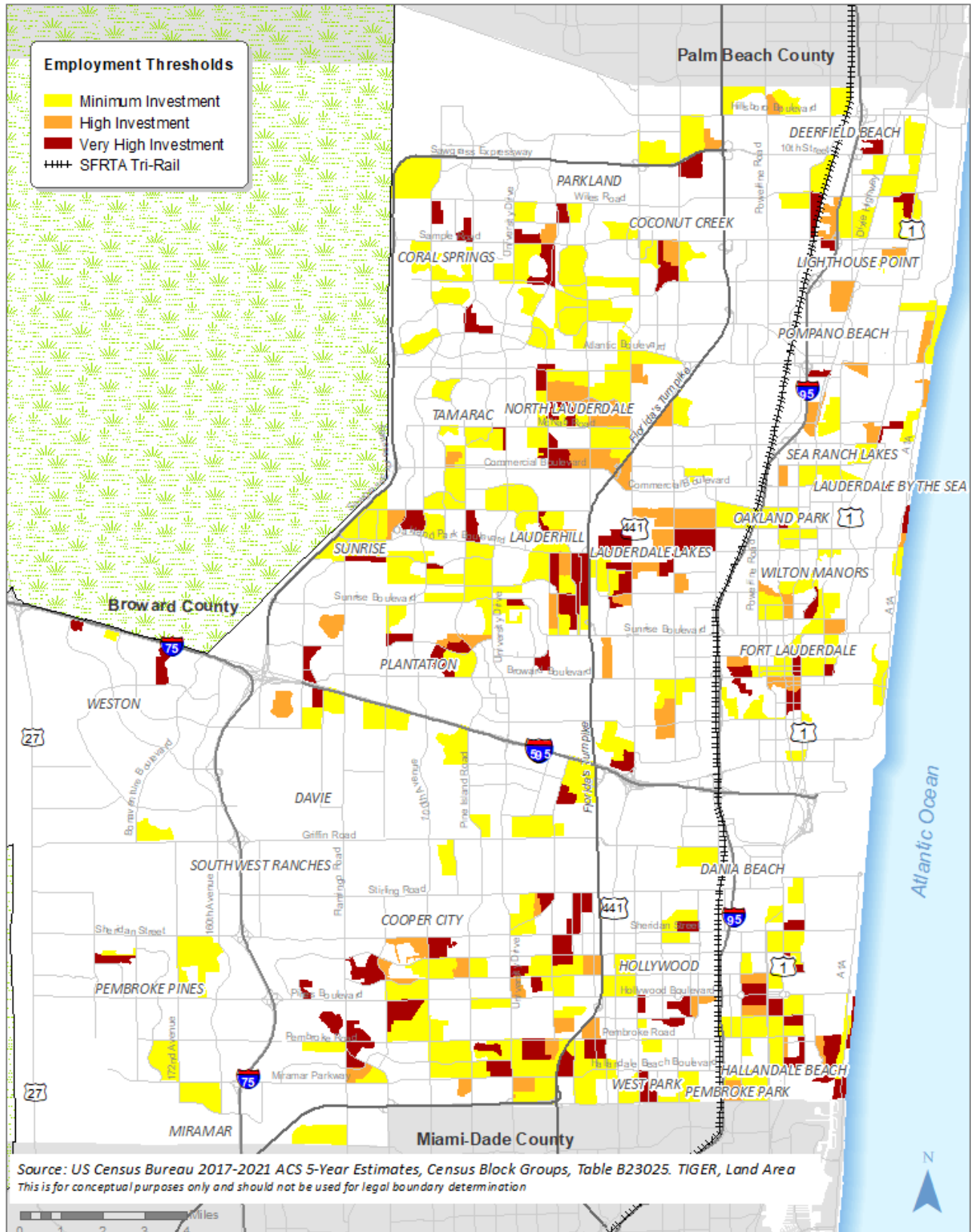
Under Executive Order 14008, Justice40 is a federal initiative to assure that 40 percent of the benefits of certain federal investments go to disadvantaged communities. A new assessment tool is being used to determine if an investment is meeting this requirement. An assessment of disadvantaged tracts based on the Justice40 Initiative Criteria is shown in **Map 2-19**.

Based on a variety of datasets, the initiative identifies communities based on eight categories of burden: climate change, energy, health, housing, legacy pollution, transportation, water/wastewater and workforce development. The categories of burden represent disproportionate exposure to a variety of hazards or being at or above the 90th percentile for a series of burden indicators. The data used for the analysis comes from both the Climate and Economic Justice Tool and from an Esri enhanced dataset of an earlier version of the Justice40 screening criteria. The intent of the map is to provide a special understanding of these disadvantaged communities in Broward County.

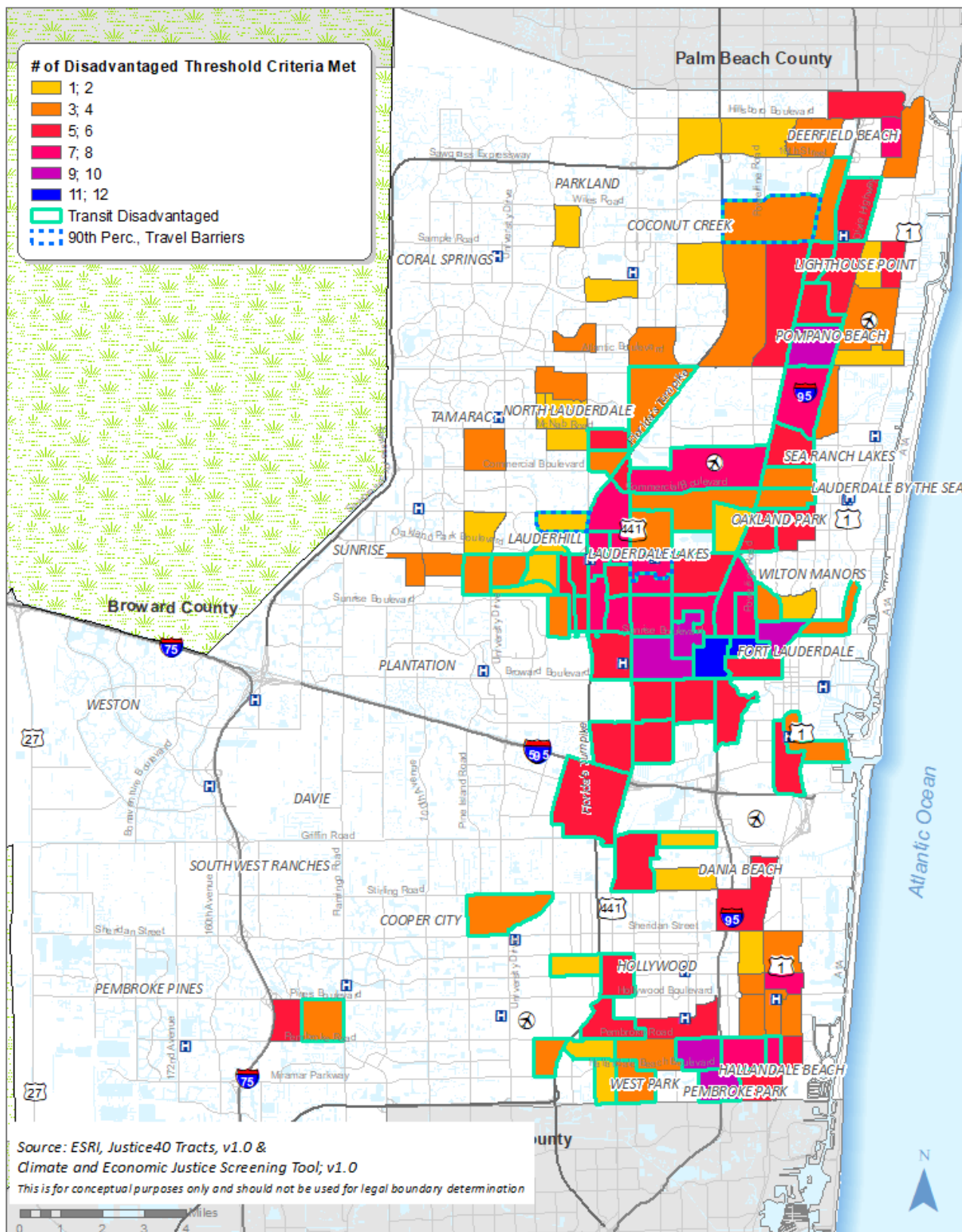
Map 2-17: Dwelling Unit Density (per land acre) Threshold Assessment (2021)



Map 2-18: Employment Density (per land acre) Threshold Assessment (2021)



Map 2-19: Disadvantaged Communities Index



The map also identifies tracts specifically disadvantaged in ways relevant to Broward County Transit: Tracts which are transit disadvantaged and tracts at the 90th percentile for travel barriers. BCT should pay special attention to these areas for service provision.

Transit Dependent Population

Population segments that historically have had a higher propensity to use transit and are dependent on public transit for their transportation needs include older adults (also referred to as the elderly), youth, and individuals living in households that are low-income and/or have no vehicles. A TDI assists in identifying areas of the county where transit-dependent people live in higher concentrations. The TDI is based on four demographic variables from the ACS 5-Year Estimates at the tract level and represents each tract’s relative ability to support transit based on the prevalence of specific demographic characteristics:

- Proportion of population age 65 and over (older adults)
- Proportion of population ages 10 to 14 (youth)
- Proportion of population below poverty level
- Proportion of households with no vehicles (zero-vehicle households)

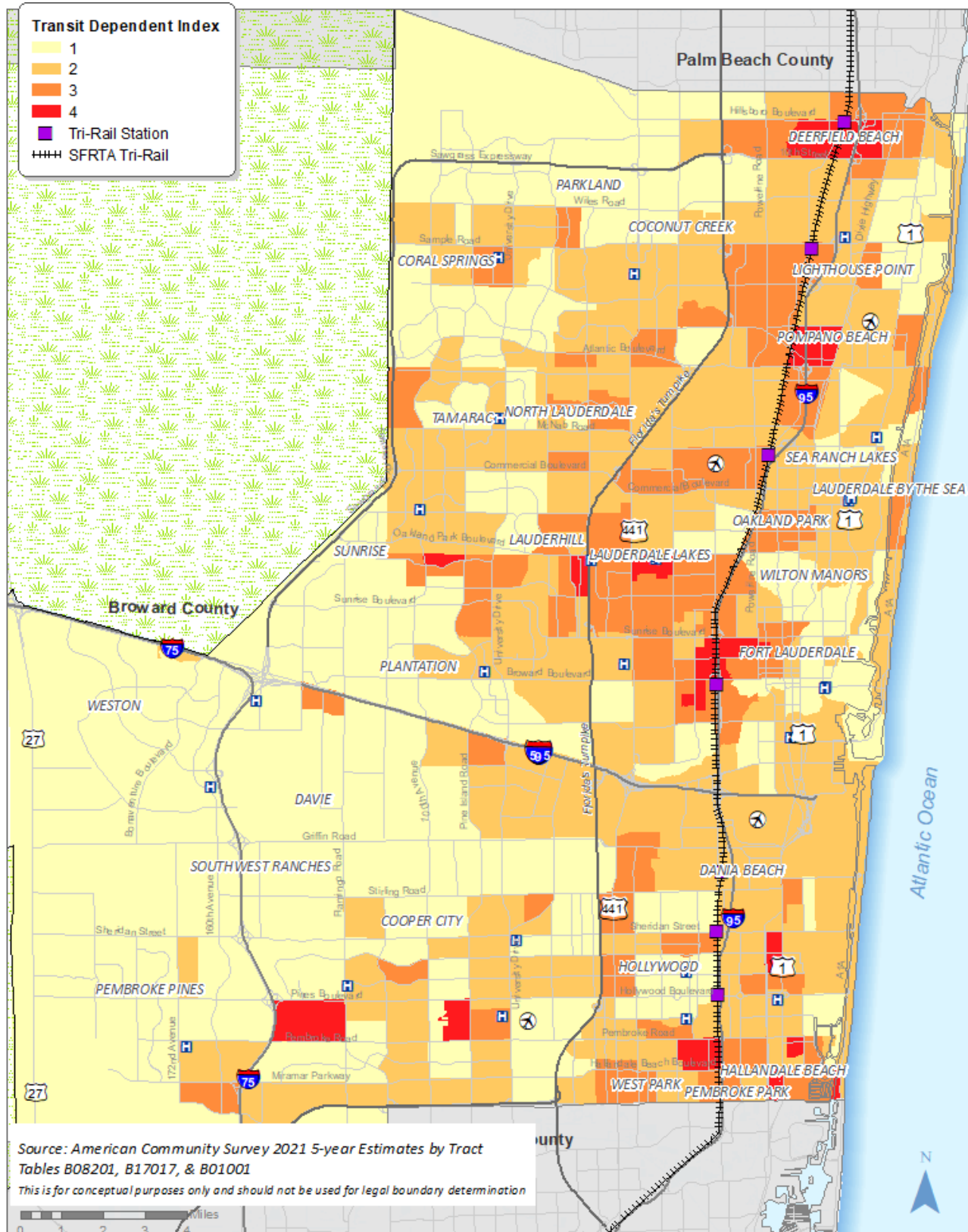
Based on the results from a prior BCT on-board survey, the contribution of each variable was weighted to reflect conditions in Broward County. Criteria weighting is as follows:

- 12.5% to youth (age 10 to 14)
- 12.5% to older adults (age 65 and over)
- 25% to zero vehicle households
- 50% to households in poverty

Composite percentage values for the TDI ranged from three to 41, out of a possible 100. Based on these values, the tracts were ranked and classified as 1, 2, 3, or 4 (with 1 being low and 4 being very high) for respective levels of transit dependent population. **Map 2-20** illustrates the spatial distribution of the TDI, showing where in Broward County transit dependent populations are likely to be located.

Index values generally tend to be higher toward the eastern part of the county. There are few tracts with a high index value west of Hiatus Road, with the notable exception of a tract located between I-75 and Memorial Hospital West. Other notable tracts with a high index value include the area South of the Tri-Rail station in Deerfield Beach, Pompano Beach west of the airport, north and west of the Tri-Rail station in Fort Lauderdale, and several tracts in Hallandale Beach. There is also a tract with a high index value near Lauderdale Lakes. As with the other assessments, special attention to the areas with high transit dependency offers BCT a stronger opportunity to build ridership.

Map 2-20: Transit Dependent Index



Transportation Infrastructure

This section assesses the existing conditions of transportation infrastructure as it relates to public transportation. While BCT does not directly control the condition of sidewalks and roadways in the county, it can educate decision makers on the impacts these types of infrastructure have on transit usage.

Sidewalks

Sidewalks are a critical part of a transit-supportive network, as almost every bus trip begins and ends with a walking trip. All bus stops should be accessible by sidewalk, both for equity and ADA compliance reasons. Currently, no comprehensive data set for sidewalks exists to allow for an assessment of sidewalk completeness within a quarter mile of bus stops in Broward County. The most comprehensive existing data set is maintained by FDOT for major roads, which classifies sidewalks by how pedestrians are buffered from automotive traffic, such as by guard-rails, a parking lane, and the presence of trees or planters. **Map 2-21** shows the spatial distribution of such infrastructure. Segments lacking guardrails, a parking lane, and trees/planters/utilities to serve as barriers are marked in red. Traveling along such roadways is inherently more dangerous as well as more unpleasant, making transit use less attractive. To make transit more attractive to users, Broward County should prioritize investing in sidewalk infrastructure along transit routes.

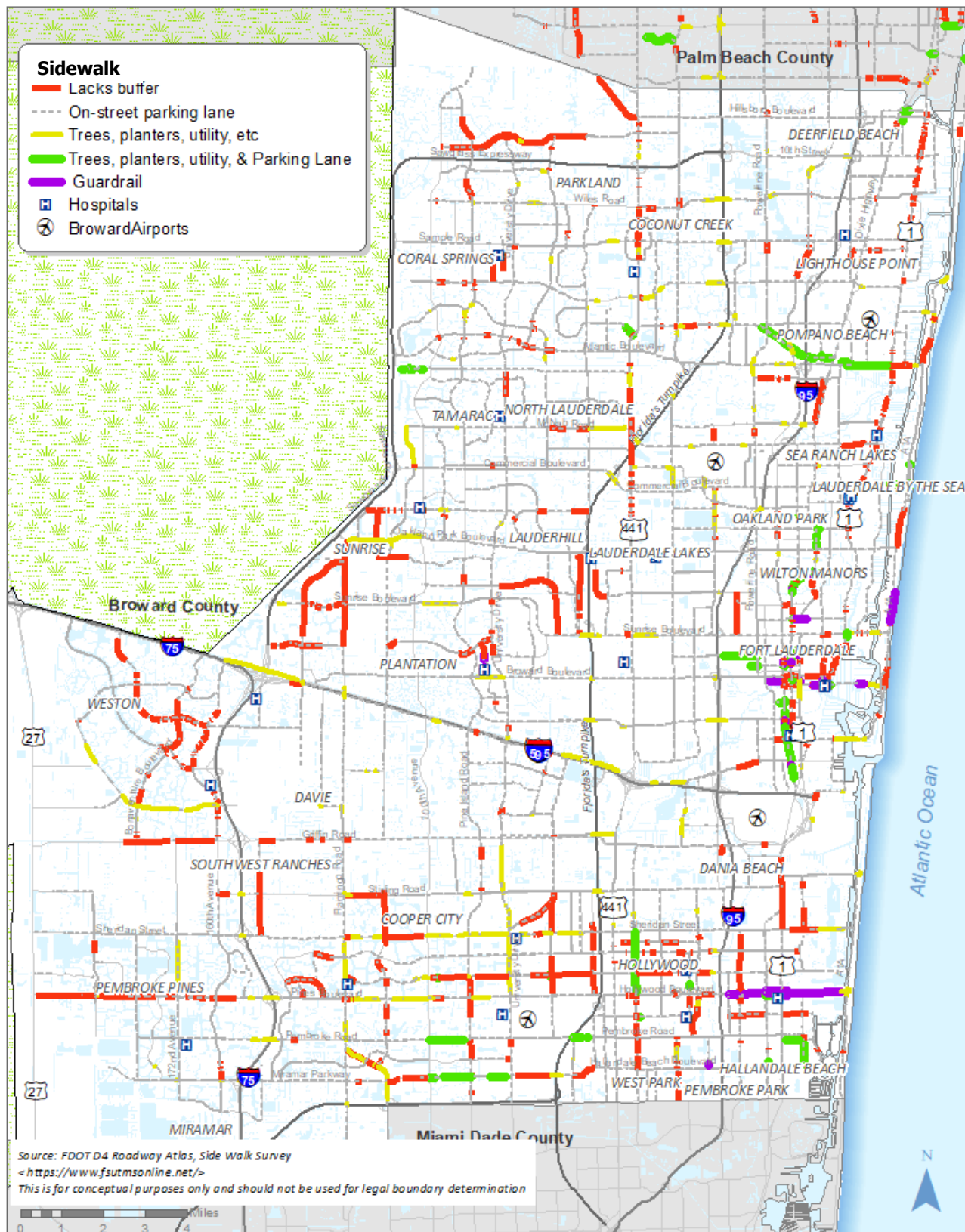
Roadway Conditions

Map 2-22 depicts daily vehicle level-of-service (LOS) in Broward County in 2022 while **Map 2-23** shows projected LOS for 2045. Each lettered level represents a range of values along the volume-to-capacity (v/c) delay curve. LOS A represents a low roadway usage rate characterized by free flow traffic, LOS C represents levels of traffic that are able to maintain the posted speed limit, and LOS E represents stop-and-go traffic. As the volume to capacity ratio reaches 1.0—LOS D/E—travel speeds decrease. In the 2022 LOS map, the primary locations of LOS E are along I-95, and in eastern Miramar along the Miami-Dade County line. LOS D can be found on many roadways throughout the county.

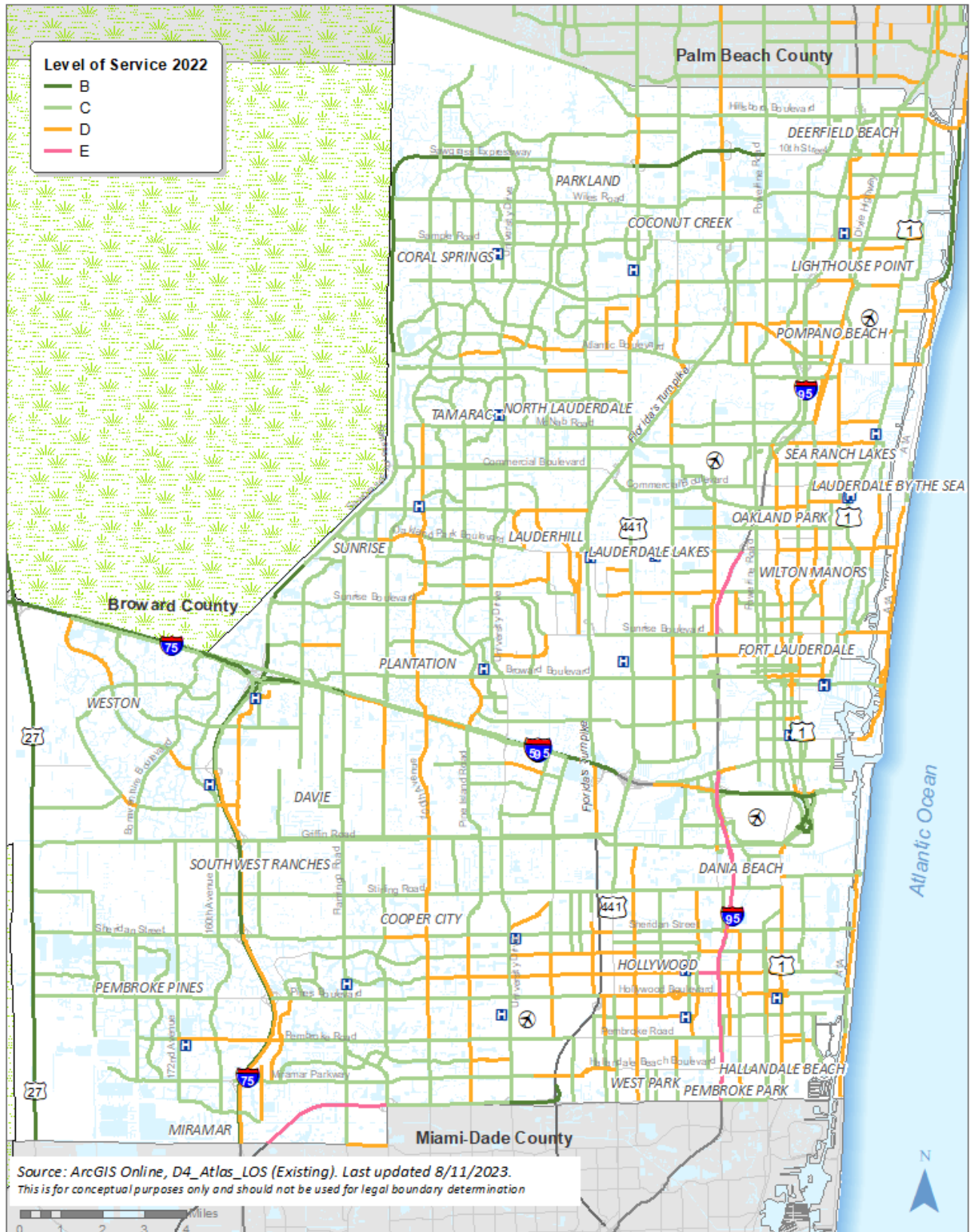
Map 2-24 depicts changes in daily vehicle LOS between 2022 and 2045. As the purpose of the map is to identify future highly congested corridors, colors reflect the transition of LOS from the 2045 forecast to the 2022 observed LOS. Green colors indicate corridors that are forecast to transition toward congestion relief while red colors indicate corridors that are forecast to transition toward more congestion.

Bus routes traveling along corridors with LOS D/E will likely experience service delays and diminished on-time performance. In addition, the reduced speeds will result in higher per-mile operating costs to maintain transit service levels due to slower operating speeds. Buses will also experience difficulty re-entering the traffic flow, especially for near side stops at intersections. This suggests that in corridors with LOS D/E, exclusive guideway options such as bus-only lanes may be needed to prevent service

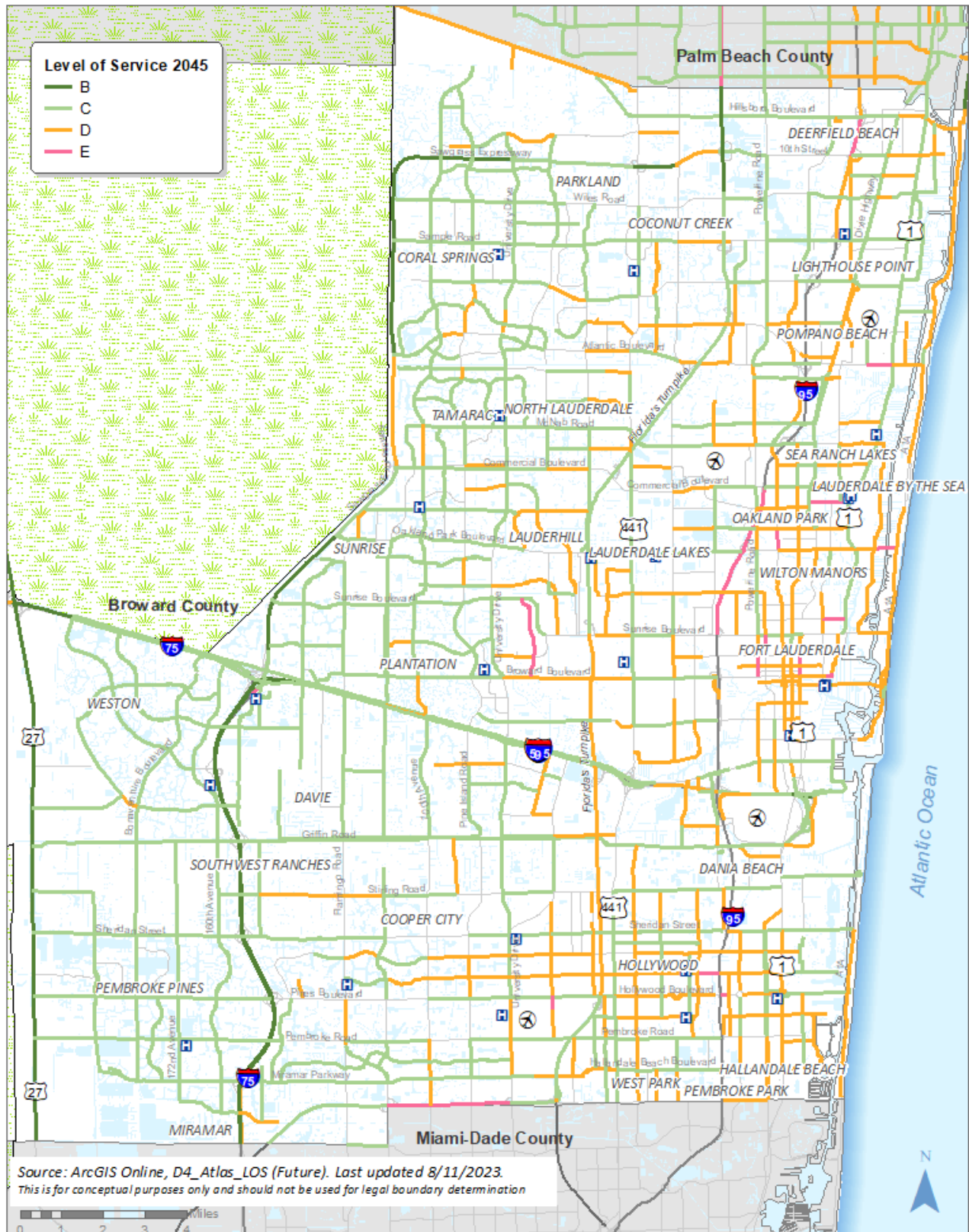
Map 2-21: Sidewalk Survey



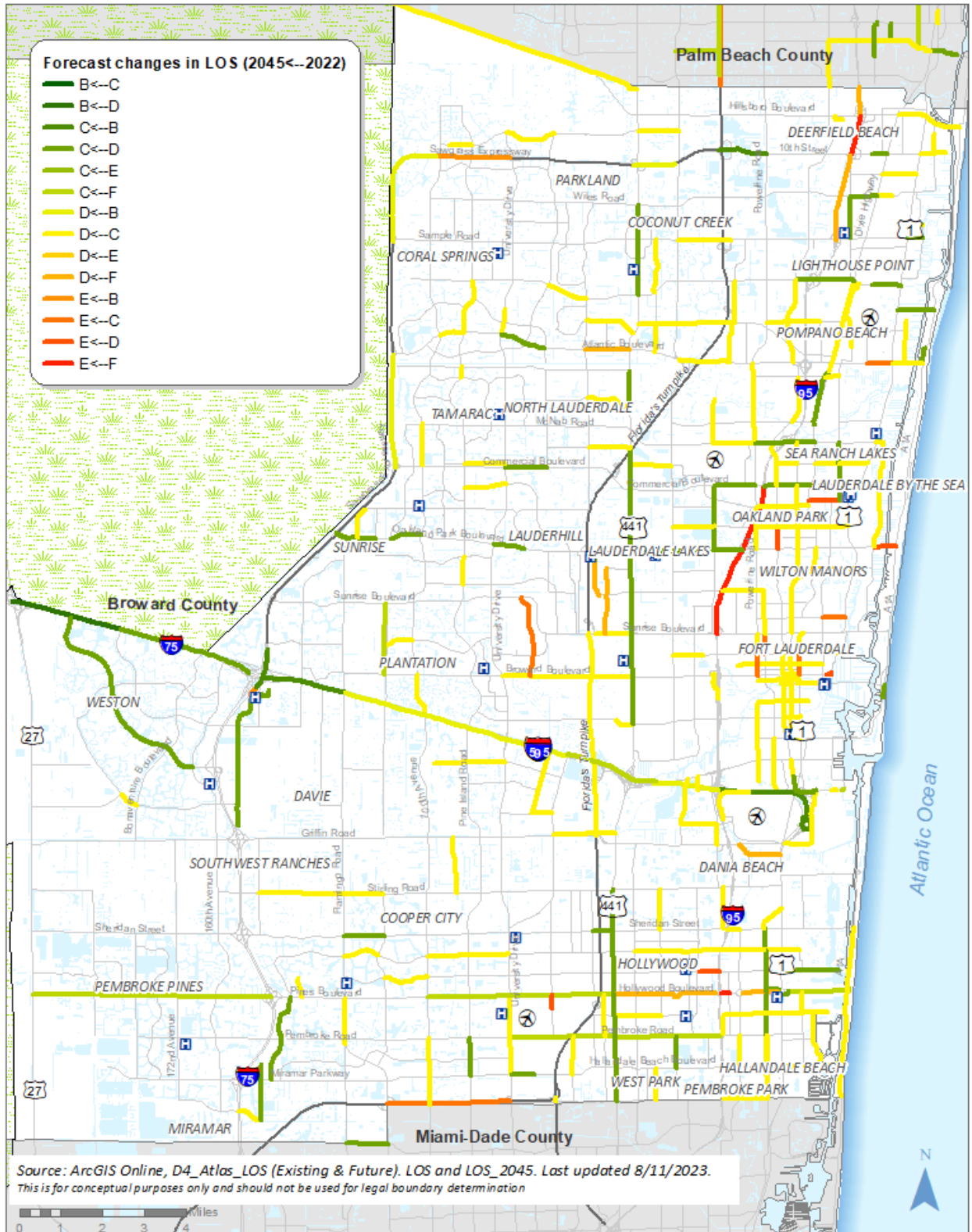
Map 2-22: Observed 2022 Daily LOS in Broward County



Map 2-23: Forecast 2045 Daily LOS in Broward County



Map 2-24: Forecast Changes in Daily LOS in Broward County



failure. It likewise suggests that exclusive guideway in such corridors would have a more competitive travel time to automobiles, making them attractive to discretionary riders.

Trip Origins and Destinations

Thanks to the near-ubiquitous adoption of smart-phones and related Location-Based Service (LBS) apps, there is now an unprecedented amount of LBS data available. This section provides an estimate of the number of origins and destination flows between different block groups per acre within Broward County. The analysis focuses specifically on data from Thursdays and considers trips that originate within Broward County. To visually represent this data, **Map 2-25** illustrates the density distribution of LBS trips throughout Broward County, while **Map 2-26** highlights the changes in LBS trip densities between the years 2019 and 2022.

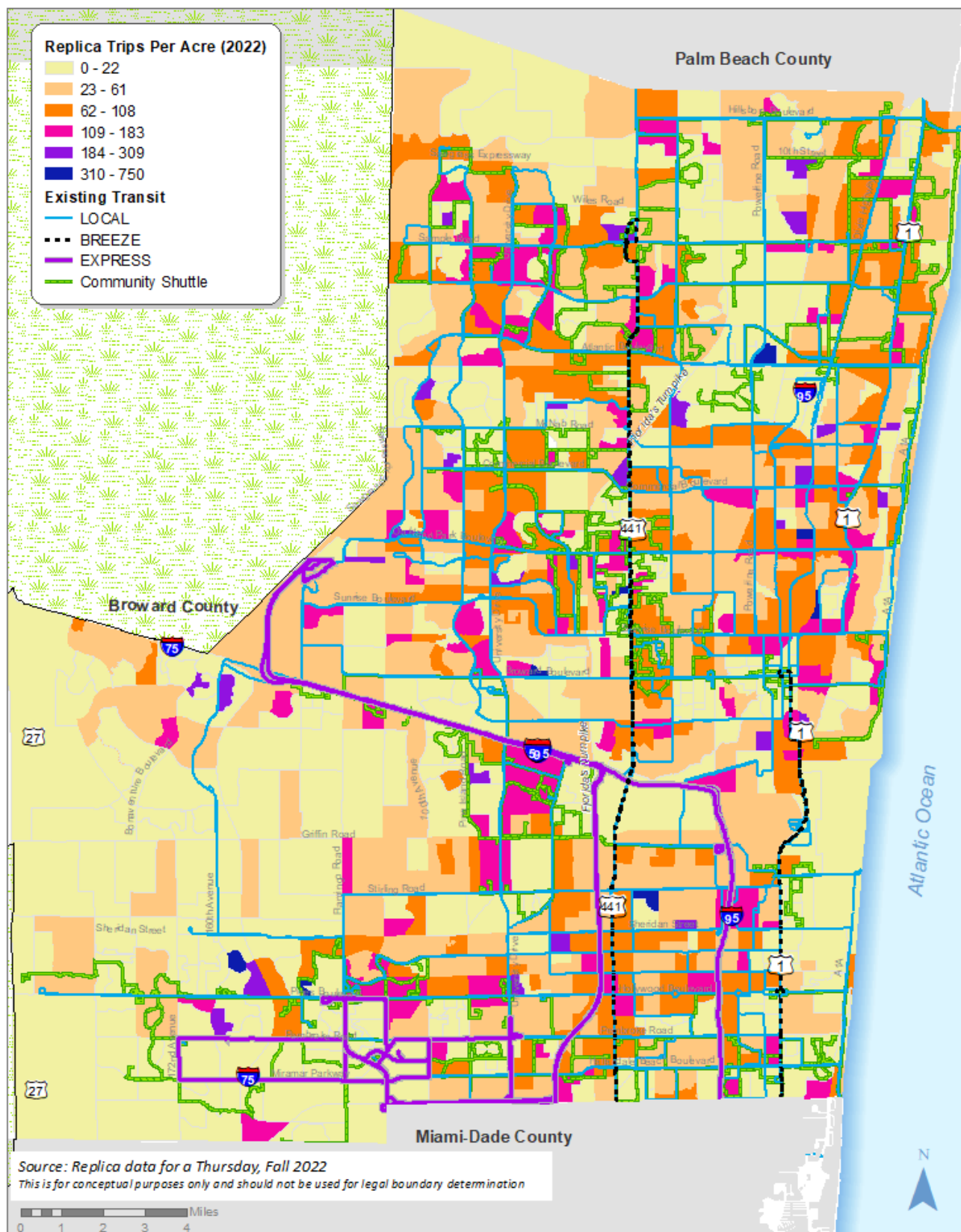
The data used for this analysis is derived from Replica, a sophisticated modeling tool. Replica data is not simply an aggregation of LBS but rather relies on an agent-based model. This model is calibrated using various data sources, including mobile location data from personal mobile devices and vehicle in-dash GPS data. Furthermore, it incorporates consumer and resident data from point-of-sale transactions, information about the local built environment (such as land use), demographic data, and economic activity data. The model's accuracy is validated using a combination of data sources, including auto and freight volumes, transit ridership data, and bicycle and pedestrian counts. Importantly, Replica's model is regularly recalibrated, and updated flow information is released biannually, during the fall and spring seasons. It provides insights into both a typical weekday (Thursday) and a Saturday, capturing variations in travel patterns over time.

Map 2-25 shows the density distribution of LBS trips in Broward County, identifying block groups characterized by high levels of travel activity as measured by trips per acre. The map facilitates transit planning by identifying block groups with a high amount of travel so that they can be compared with transit service offered. It also identifies areas with low amounts of travel activity that may not sufficiently support transit service. For example, the Town Gate area west of I-75 likely merits more service, while other routes traverse in areas with few trips per acre.

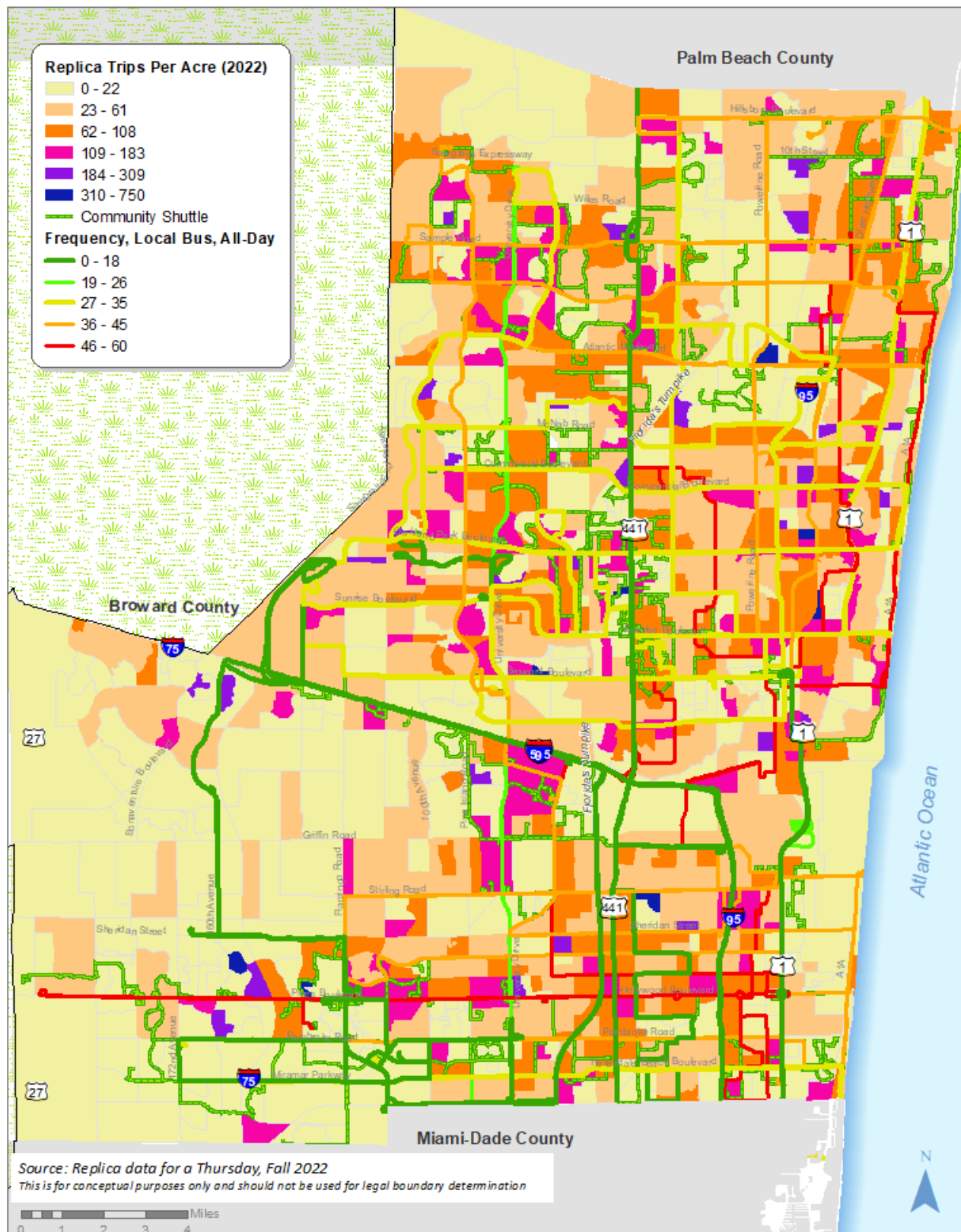
LBS trips per acre are compared with peak hour headway by route in **Map 2-26**, to facilitate identifying routes where travel demand suggests additional headway may be worthwhile, or where headway may be excessive. As an example of the former, the Coral Springs area has several low-frequency bus routes, but substantial trip density, suggesting that additional frequency may be worthwhile. In contrast, service between Broward High School and 172nd Avenue may have higher headway than is merited.

The COVID-19 global pandemic caused substantial shifts in travel behavior, most notably in commute patterns, as many workplaces transitioned (at first temporarily, and increasingly permanently) to work from home and hybrid arrangements. While the transition has affected different industries in

Map 2-25: Replica Trip Density, for a Thursday in Fall 2022



Map 2-26: Replica Trip Density, for a Thursday in Fall 2022, with Route Frequency



unique ways, one of the primary effects has been to reduce commute trips as people spent more days working from home. This shift has had concomitant effects on the distribution of other trips. For example, trips to restaurants, retail, and services may originate from home instead of work locations. As a result, trip-making is becoming more local and more dependent on residential population. Home delivery, another product of the pandemic, has also persisted, changing the pattern of trip-making. In tandem, the special vulnerability of the elderly to the pandemic led many older people to curtail travel to public places to limit exposure, while relying more on home-delivery.

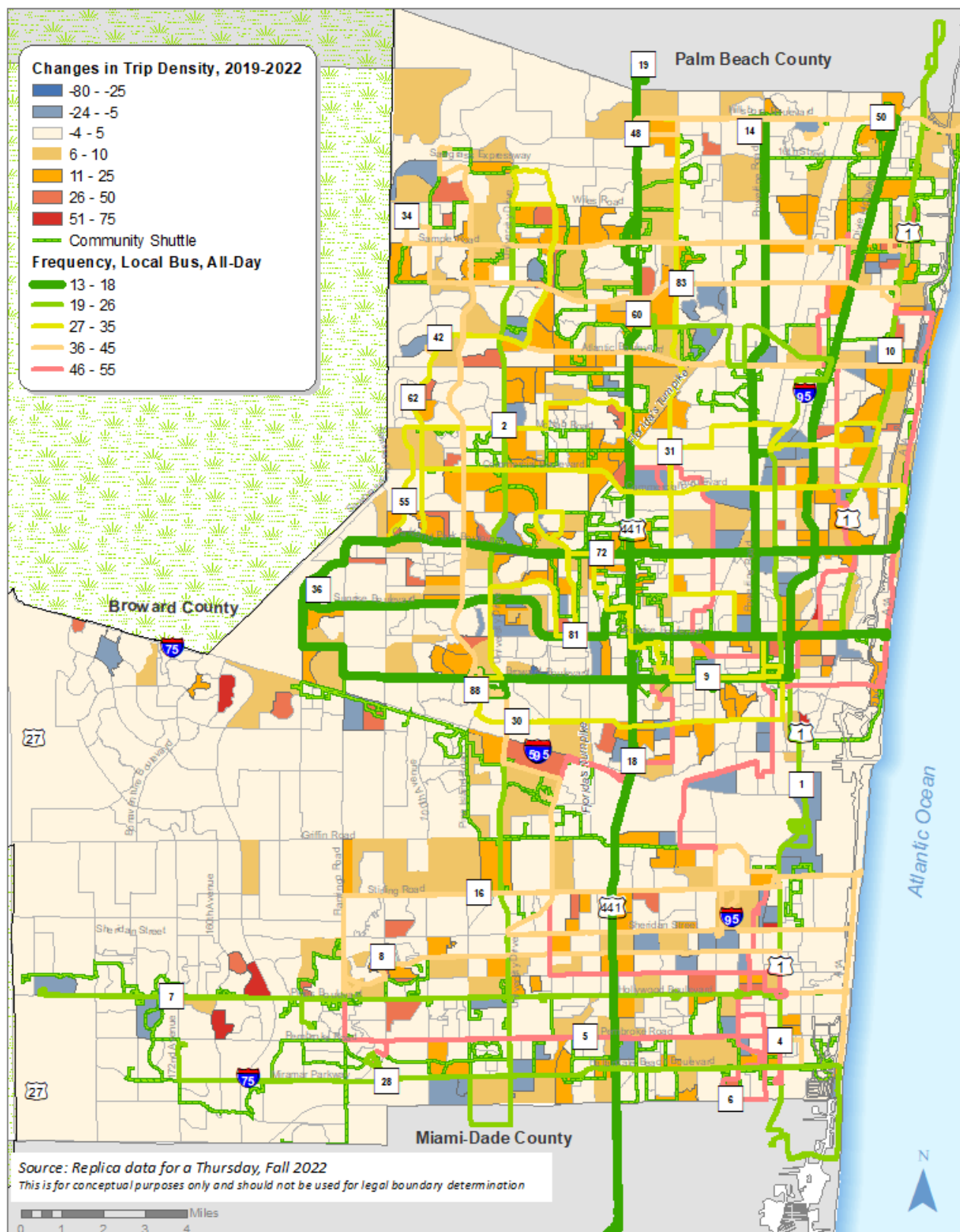
While the previous maps show recent trip density conditions, **Map 2-27** shows changes in trip densities between 2019 and 2022 to provide an understanding of how travel has changed since the pandemic. The map shows a general decline in the number of trips per acre made in most block groups, but substantial increases in a limited number of block groups. An overall decline in trips is not unexpected given travel changes due to the pandemic. As BCT moves forward with service planning activities, insight gained from review of trip density shifts can be helpful.

Summary

The review of baseline conditions is important to understand BCT's operating environment, especially as so much has shifted since the onset of the COVID-19 pandemic. While the full extent of the shifts created by the pandemic and the level to which those shifts will rebound back to pre-pandemic conditions cannot yet be understood, the snapshot provided in this chapter provides insight for BCT's planning activities. The following themes can be gleaned from this data:

- Population has been growing and is projected to continue to grow in Broward County which provides an opportunity for BCT to attract new customers. Given the built-out nature of Broward County, population growth will lead to in-fill development and redevelopment that may lead to increased densities.
- The labor force continues to grow, but commute trips are trending away from transit use. The trend began prior to the pandemic, but has been exacerbated by the pandemic. Building a deeper understanding of who is continuing to commute to work and what would attract them to transit will be important to BCT's success.
- The future land use map does not show significant movement toward densification or intensification of land uses so it is anticipated that Broward County will remain largely covered by residential densities which are less-than-ideal for supporting efficient and effective transit services.
- BCT's service continues to be a lifeline to transit dependent individuals. BCT should continue to build services that better serve those that need transit the most.
- BCT should continue to advocate for transportation infrastructure that supports its services.

Map 2-27: Changes in Replica Trip Density from 2019 to 2022



03

Chapter 03

Existing Services

03 Existing Services

To prepare a plan for future BCT services, it is necessary to understand current service offerings and performance. This section provides an overview of the BCT system, including:

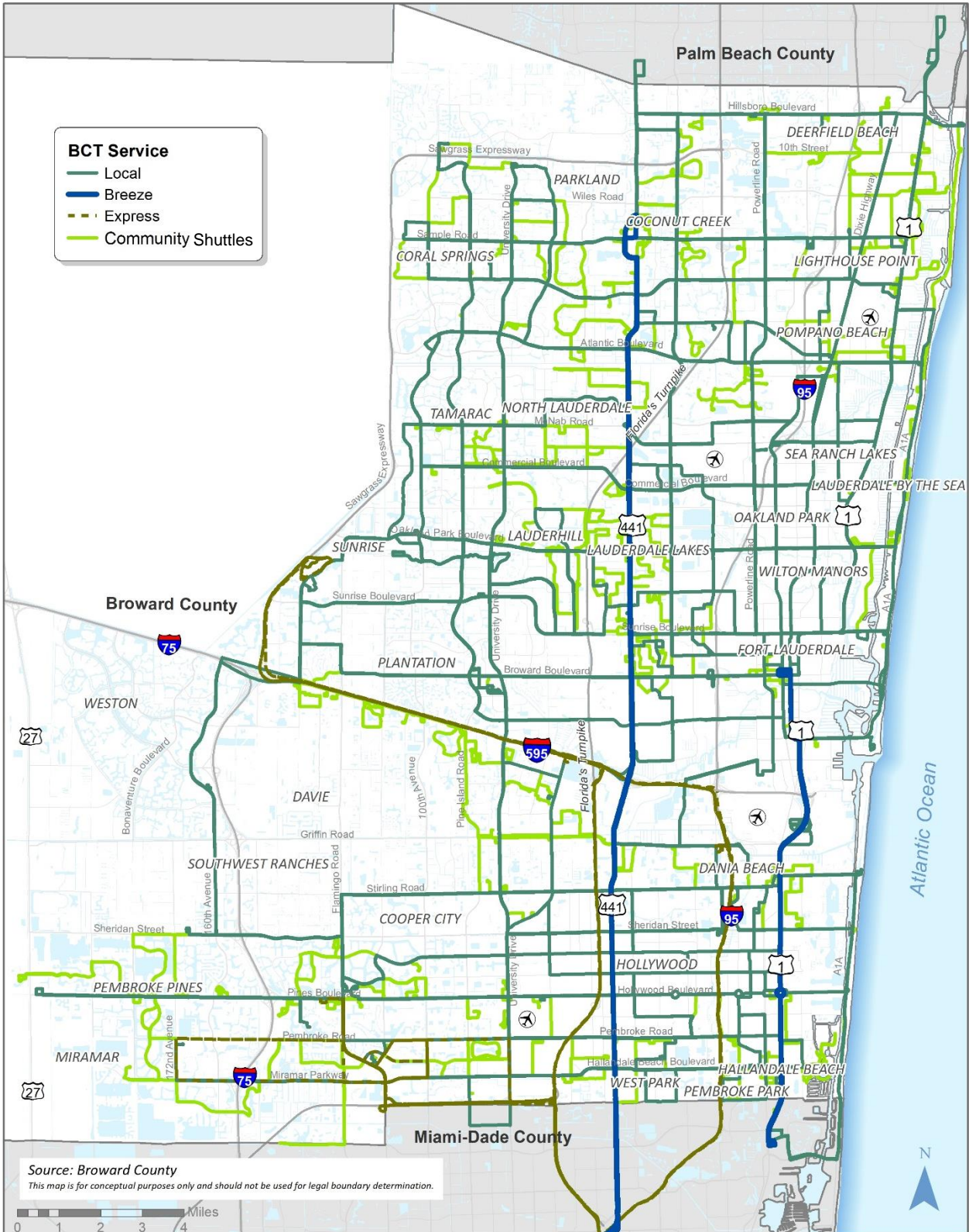
- **Existing service**, which includes a description of the current services provided by BCT as well as other transit services that network with and support BCT services.
- **Trend analysis and peer review**, which includes an analysis of BCT’s performance trends over the past five years and a comparison of BCT’s performance to similar “peer” transit systems.

Existing Service

This section details the different transit services provided by Broward County including fixed route, Community Shuttle, and paratransit. In addition, other transportation services and neighboring systems that interact with BCT also are discussed with an emphasis on where connections occur.

Map 3-1 illustrates the distribution of BCT services throughout the county, as well as the accompanying park-and-ride lots, transit terminals, and transfer locations. BCT currently operates 43 fixed-routes (including 36 local routes, two limited-stop Breeze routes, and five express bus routes), subsidizes 52 municipally managed Community Shuttle routes in 17 municipalities, and offers TOPS! (Transportation **OP**tions) paratransit service within BCT’s service area.

Map 3-1: BCT Fixed-Route Services by Service Type

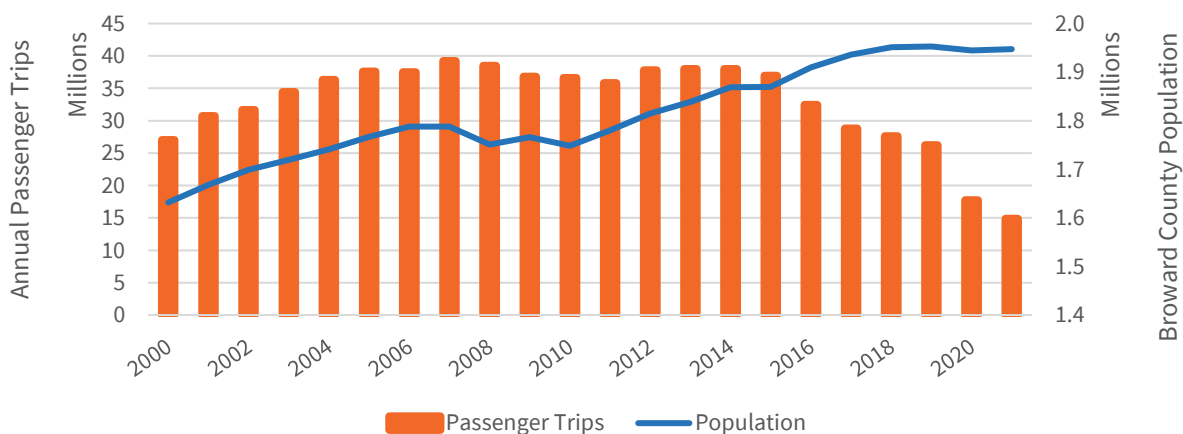


Fixed-Route Service

BCT offers several types of fixed-route bus service operating along a designated route with a fixed schedule, including regular fixed-route service, Breeze limited-stop service, and express bus routes. Combined, BCT operates 43 routes on weekdays, 33 routes on Saturdays, and 32 routes on Sundays. As of September 2023, fixed-route service spans from 4:35 AM to 1:36 AM on weekdays, 4:57 AM to 12:51 AM on Saturdays, and 5:46 AM to 12:25 AM on Sundays.

Figure 3-1 compares BCT’s fixed-route ridership to Broward County’s population over the last 20 years. Ridership peaked in 2007 and fluctuated between 36 and 39 million annual customers until 2014. Since then, ridership has consistently declined, from 38.1 to 14.9 million in 2021, a drop of 61% during this seven-year period. The COVID-19 pandemic greatly contributed to the drop in ridership in 2020 and 2021, but it is important to note that ridership was already on a downward trajectory prior to the pandemic. While ridership has decreased over the last 10 years, the county’s population has increased by 9.6%.

Figure 3-1: Broward County Population and BCT Fixed-Route Annual Ridership



Source: U.S. Census, BCT, Florida Transit Information System (FTIS) Urban Integrated National Transit Database (Urban iNTD)

Many of BCT’s fixed routes use one or more of the four major transfer terminals in Broward County. These terminals provide connections between regular fixed-routes, Breeze routes, and Community Shuttle routes and include:

- Broward Terminal at Broward Boulevard and Brickell Avenue in Fort Lauderdale
- Lauderhill Transfer Facility at Lauderhill Mall in Lauderhill
- West Regional Terminal in Plantation
- Northeast Transit Center in Pompano Beach

Complementing the four transfer terminals are additional transfer nodes located throughout the county, most notably at Broward Mall, Young Circle in Hollywood, Pompano Citi Centre, Sawgrass Mills Mall, and Pembroke Lakes Mall.

BCT also serves all seven Tri-Rail stations within Broward County and the Golden Glades Tri-Rail station in north Miami-Dade County. Transfer opportunities to Miami-Dade Transit (MDT) service are available at Golden Glades Tri-Rail station or Aventura Mall. Opportunities to connect with Palm Beach County’s transit system, Palm Tran, occur on select BCT routes along the Broward-Palm Beach County line and into Boca Raton and West Boca. Broward County also serves six park-and-ride lots beyond the Tri-Rail system: Sunrise (Amerant Bank Arena), C.B. Smith Park, Miramar Regional Park, and Miramar Park and Ride.

Fixed-Route Fares

Table 3-1 shows the pricing for the standard one-way cash fare and several passes for regular fixed-route and express services. Reduced fares are available for older adults (age 65 or older), youths (age 17 or younger), current college/university students, and persons with a disability or on Medicare. Transfer fees apply when transferring from BCT to MDT, Palm Tran, and Tri-Rail, as well as transfers from those systems to BCT.

Table 3-1: Fares for Fixed-Route and Express Services

Fare Category	One-Way Cash Fare	All-Day Pass	3-Day Pass	7-Day Pass	10-Ride Pass	31-Day Pass
Regular Fixed-Route	\$2.00	\$5.00	\$12.00	\$20.00	\$20.00	\$70.00
Premium Express	\$2.65	N/A	N/A	N/A	\$26.50	\$95.00
Reduced (Senior/ Youth/Disability)	\$1.00	\$4.00	N/A	N/A	N/A	\$40.00

Source: BCT, 2023

Local Fixed-Route Service Characteristics

Of the 43 fixed routes, 36 are designated as “fixed-route regular service” or local bus; 33 of these routes are directly operated, while three of these routes are contracted to be operated by a third-party transportation provider. These routes serve neighborhoods as well as major and minor corridors, with frequent stops and service typically to one or more of the four transfer terminals at which BCT customers can connect with other fixed-route bus services or commuter or intercity rail services such as Tri-Rail and Brightline. Service is provided throughout the week with reduced service on the weekends. **Table 3-2** details the 36 regular fixed routes and their operating characteristics.

Table 3-2: Local Fixed-Route Operating Characteristics, FY 2022

Route	Corridor	Service Day	Service Span	Daily Trips	Peak Frequency (min)	Annual Passenger Trips	Passenger Trips per Hour
1	US1 – South of Broward Terminal	Weekday	4:53 AM - 12:48 AM	94	23	1,103,144	28.2
		Sat	5:00 AM - 12:48 AM	94	22		
		Sun	5:46 AM - 10:43 PM	65	30		
2	University Dr	Weekday	5:00 AM - 1:12 AM	98	24	1,026,770	18.7
		Sat	5:00 AM - 12:47 AM	68	34		
		Sun	6:40 AM - 10:42 PM	41	51		
4	A1A – Dania Beach Blvd to Hallandale Beach	Weekday	5:15 AM - 11:25 PM	54	40	248,407	14
		Sat	6:00 AM - 11:25 PM	43	56		
		Sun	7:45 AM - 10:44 PM	35	50		
5	Pembroke Rd – Hallandale Beach City Hall	Weekday	5:36 AM - 10:25 PM	42	46	212,302	15.1
		Sat	6:45 AM - 10:06 PM	37	49		
		Sun	8:00 AM - 8:53 PM	26	62		
6	Broward Terminal – SR84 – County Line Rd	Weekday	5:00 AM - 11:44 PM	48	47	260,795	14.7
		Sat	5:20 AM - 11:10 PM	37	60		
		Sun	8:20 AM - 9:46 PM	28	55		
7	Hollywood/Pines Blvd	Weekday	4:56 AM - 11:27 PM	86	30/60	522,266	18.8
		Sat	5:00 AM - 11:26 PM	72	30/60		
		Sun	8:37 AM - 9:25 PM	47	30/60		
8	Taft St Local	Weekday	6:40 AM - 10:53 PM	43	43	104,847	7.5
		Sat	6:40 AM - 9:46 PM	42	42		
		Sun	7:05 AM - 9:42 PM	40	42		
9	Broward Terminal – Davie Rd – Johnson St	Weekday	5:23 AM - 10:50 PM	39	55	251,586	15.8
		Sat	5:50 AM - 10:50 PM	40	50		
		Sun	8:30 AM - 8:10 PM	22	60		
10	US1 – North of Broward Terminal	Weekday	5:05 AM - 12:07 AM	71	34	618,162	22.7
		Sat	5:10 AM - 11:36 PM	69	32		
		Sun	8:05 AM - 10:29 PM	37	45		
11	A1A – Las Olas – Sistrunk Blvd – NW 21st Ave	Weekday	4:48 AM - 12:08 AM	51	45	439,837	17.2
		Sat	4:57 AM - 11:51 PM	52	44		
		Sun	7:00 AM - 9:48 PM	38	45		
12	Sheridan St – Davie Rd – University Dr	Weekday	5:00 AM - 11:41 PM	57	40	264,357	13
		Sat	5:04 AM - 11:38 PM	47	48		
		Sun	6:20 AM - 10:22 PM	41	45		
14	Powerline Rd	Weekday	4:59 AM - 12:12 AM	90	26	664,588	21.2
		Sat	5:12 AM - 11:05 PM	56	39		
		Sun	7:41 AM - 8:54 PM	30	52		
15	N 56 Ave – Griffin Rd	Weekday AM Peak	5:50 AM - 10:09 AM	16	65	23,616	6.3
		Weekday PM Peak	2:50 PM - 7:09 PM				
16	Stirling Rd – Pembroke Lakes Mall	Weekday	5:25 AM - 11:02 PM	46	46	206,878	16.6
		Sat	6:05 AM - 10:36 PM	43	45		
		Sun	7:05 AM - 10:09 PM	39	45		

Route	Corridor	Service Day	Service Span	Daily Trips	Peak Frequency (min)	Annual Passenger Trips	Passenger Trips per Hour
18	SR 7 – South of Lauderhill Mall	Weekday	5:10 AM - 12:56 AM	39	19	1,238,314	27.9
		Sat	5:10 AM - 12:34 AM	107	25		
		Sun	6:00 AM - 12:03 AM	87	32		
19	SR 7 – North of Lauderhill Mall	Weekday	4:35 AM - 1:36 AM	112	20	1,485,326	37.7
		Sat	5:01 AM - 12:24 AM	96	19		
		Sun	5:37 AM - 12:25 AM	88	19		
20	NE 18th Ave	Weekday	4:45 AM - 9:50 PM	39	50	169,193	13.2
		Sat	5:50 AM - 9:22 PM	36	50		
		Sun	9:35 AM - 8:06 PM	24	50		
22	Broward Blvd	Weekday	4:50 AM - 12:05 AM	94	20/40	720,382	20.4
		Sat	5:10 AM - 11:45 AM	71	30/60		
		Sun	7:30 AM - 9:51 PM	50	30/60		
23	Sawgrass Mills – Pembroke Lakes Mall	Weekday AM Peak	6:10 AM - 10:20 AM	21	44	40,966	8.9
		Weekday PM Peak	3:10 PM - 7:40 PM				
28	Miramar Pkwy/Hallandale Bch Blvd	Weekday	5:00 AM - 1:14 AM	87	28	769,337	21.1
		Sat	5:30 AM - 12:21 AM	74	30		
		Sun	7:45 AM - 9:39 PM	37	43		
30	Broward Terminal - Davie Blvd/Peters Rd	Weekday	6:00 AM - 10:54 PM	65	30	316,843	19.7
		Sat	6:00 AM - 10:54 PM	60	33		
		Sun	9:30 AM - 7:23 PM	26	46		
31	NW 31 Ave/Lyons Rd	Weekday	5:25 AM - 12:17 AM	69	30	492,906	21.5
		Sat	5:26 AM - 12:00 AM	63	30		
		Sun	6:30 AM - 11:01 PM	47	40		
34	Sample Rd	Weekday	5:00 AM - 11:01 PM	75	23	500,859	27.6
		Sat	5:40 AM - 10:45 PM	46	43		
		Sun	7:55 AM - 8:50 PM	35	41		
36	Sunrise Blvd	Weekday	5:00 AM - 12:41 AM	93	25	986,136	21.6
		Sat	5:26 AM - 12:17 AM	71	30		
		Sun	6:42 AM - 10:13 PM	60	30		
40	NW 31 Ave – Sistrunk Blvd – 17 St Caus – A1A	Weekday	5:30 AM - 11:14 PM	69	28	623,208	24.6
		Sat	5:30 AM - 11:02 PM	65	33		
		Sun	6:40 AM - 8:32 PM	40	40		
42	Atlantic Blvd	Weekday	5:13 AM - 11:03 PM	45	52	274,694	21.8
		Sat	5:20 AM - 10:46 PM	45	46		
		Sun	8:38 AM - 8:38 PM	24	63		
48	Hillsboro Blvd	Weekday	5:30 AM - 9:24 PM	54	35	125,464	12.6
		Sat	6:05 AM - 9:21 PM	52	35		
		Sun	N/A	N/A	N/A		

Route	Corridor	Service Day	Service Span	Daily Trips	Peak Frequency (min)	Annual Passenger Trips	Passenger Trips per Hour
50	Dixie Hwy – Wilton Manors Dr	Weekday	5:00 AM - 11:29 PM	69	33	722,797	26.1
		Sat	5:00 AM - 10:55 PM	52	40		
		Sun	7:38 AM - 9:30 PM	32	50		
55	Commercial Blvd	Weekday	4:52 AM - 11:38 PM	68	32	483,922	21.7
		Sat	5:42 AM - 11:38 PM	64	30		
		Sun	7:00 AM - 10:33 PM	49	36		
56	Sunrise Lakes	Weekday	6:30 AM - 7:07 PM	33	45	62,813	9.1
60	Andrews Ave – MLK/Coconut Creek Pkwy	Weekday	5:15 AM - 11:29 PM	67	33	611,143	25.1
		Sat	5:19 AM - 11:24 PM	53	40		
		Sun	9:00 AM - 9:39 PM	24	60		
62	Riverside Dr – McNab Rd - Cypress Creek	Weekday	4:53 AM - 11:54 PM	68	33	531,836	17.5
		Sat	5:57 AM - 11:23 PM	66	30		
		Sun	6:40 AM - 10:48 PM	55	33		
72	Oakland Park Blvd	Weekday	4:45 AM - 1:27 AM	111	20	1,533,082	32.6
		Sat	5:00 AM - 12:51 AM	107	18		
		Sun	7:17 AM - 10:11 PM	74	21		
81	Broward Blvd – Lauderdale Mall - Inverrary	Weekday	4:39 AM - 12:06 AM	71	30	720,652	23.2
		Sat	5:15 AM - 12:00 AM	62	35		
		Sun	7:45 AM - 10:27 PM	33	50		
83	Copans Rd/Royal Palm Blvd	Weekday	5:38 AM - 9:37 PM	43	46	205,709	17.1
		Sat	6:12 AM - 8:48 PM	30	60		
		Sun	9:00 AM - 7:48 PM	22	60		
88	Pine Island Rd/Coral Springs Dr	Weekday	5:10 AM - 11:38 PM	42	50	154,136	11.4
		Sat	6:30 AM - 11:04 PM	39	48		
		Sun	6:50 AM - 10:16 PM	38	48		

Source: BCT, 2023

Breeze Fixed-Route Service Characteristics

In addition to fewer stops, BCT’s Breeze service is further distinguished from regular fixed-route service in that it operates on major corridors with minimal deviations and fewer bus stops, allowing for faster service by maintaining higher average travel speeds. Breeze services only operate on weekdays. **Table 3-3** presents the operating characteristics of the two Breeze routes operating as of July 2023.

Table 3-3: Breeze Fixed-Route Operating Characteristics, FY 2022

Route	Corridor	Service Span	Daily Trips	Peak Frequency (min)	Annual Passenger Trips	Passenger Trips per Hour
101	US 1 - South of Broward Terminal	4:55 AM – 9:27 PM	73	29	296,884	21.7
441	State Road 7	4:50 AM – 9:11 PM	60	30	635,007	24.7

Source: BCT, 2023

Express Fixed-Route Service Characteristics

Complementing the regular and Breeze fixed routes is express bus service, which provides long-distance commuter service between park-and-ride lots in Broward County and major destinations in Miami-Dade County. Service is conducted with over-the-road buses and primarily follows I-95 and I-595 using the express lanes when available. Currently, BCT offers five express routes, with three serving I-95 and two serving I-595. These routes operate only during the weekday peak travel periods. Most trips operate in the peak direction of travel, heading toward Miami in the morning and returning to Broward County in the evening, with limited reverse peak trips. **Table 3-4** presents the operating characteristics of BCT’s express routes.

Table 3-4: Express Fixed-Route Operating Characteristics, FY 2022

Route	Corridor	Service Span	Daily Trips	Peak Frequency (min)	Annual Passenger Trips	Passenger Trips per Hour
106	95 Express – Miramar - Miami	5:10 AM -9:19 AM/ 3:10 PM -9:09 PM	32	28	80,242	9.7
108	95 Express – Miramar – Miami	5:20 AM -8:50 AM/ 3:05 PM -8:43 PM	29	26	83,277	14.8
109	95 Express – Pembroke Pines – Miramar – Miami	5:30 AM -9:38 AM/ 3:20 PM -8:04 PM	20	26	61,964	11.4
110	595 Express – Sunrise – Miami	5:10 AM -9:24 AM/ 3:00 PM -7:53 PM	16	30	44,950	8.9
114	595 Express – Sunrise – Civic Center	5:00 AM -9:20 AM/ 3:15 PM -9:08 PM	29	25	83,402	10.7

Source: BCT, 2023

Community Shuttle Service Characteristics

Within Broward County, 17 cities have partnered with BCT to offer fixed-route Community Shuttle service, providing transfer opportunities to BCT’s regular fixed-route service. Community Shuttle routes are designed to provide “first/last-mile” service coverage. Because of this objective, Community Shuttle routes are typically less direct, less frequent, have shorter service spans than

regular fixed routes, and most do not operate on Sunday. Community Shuttles are free, although transfers to regular fixed-routes require the applicable fixed-route fare payment. **Table 5-5** summarizes BCT’s 52 Community Shuttle routes and their service characteristics.

Table 3-5: Community Shuttle Operating Characteristics, FY 2022

Route	Service Day	Service Span	Frequency (min)	Annual Passenger Trips	Passenger Trips per Hour
Coconut Creek N	Weekday	7:00 AM–6:00 PM	60	15,369	2.6
Coconut Creek S	Weekday	6:30 AM–6:00 PM	60	22,560	3.4
Coral Springs-Green	Weekday	8:00 AM–6:00 PM	60	22,261	6.8
Coral Springs-Blue	Weekday	8:00 AM–6:00 PM	60	27,121	8.3
Dania Beach-Blue (East)	Mon–Sat	9:00 AM–5:30 PM	60	15,753	6.0
Dania Beach-Green (West)	Mon–Sat	9:00 AM–5:45 PM	60	21,320	7.9
Davie-Green	Weekday	7:05 AM–8:05 PM	90	6,457	1.9
	Saturday	8:00 AM–4:30 PM	90		
Davie-Blue	Weekday	5:50 AM–6:45 PM	60-90	20,645	6.1
	Sat	8:00 AM–5:30 PM	60-90		
Davie-SFEC Express	Weekday	6:45 AM–8:25 PM	30	29,721	4.8
Deerfield Beach 1	Weekday	8:00 AM–4:00 PM	60	11,833	5.3
Deerfield Beach 2	Weekday	8:00 AM–4:00 PM	60	15,795	7.3
FTL Sun Trolley-Downtown Link	Weekday	9:00 AM–5:00 PM	20-30	20,945	7.5
FTL Sun Trolley-Las Olas Link	Fri-Sun	10:30 AM-5:00 PM	20-30	7,361	6.0
FTL Sun Trolley-Beach Link	Daily	10:30 AM–5:00 PM	30	31,598	5.8
FTL Sun Trolley-Neighborhood Link	Weekday	8:00 AM–1:00 PM	45	17,675	13.5
FTL Sun Trolley-NW Community Link	Weekday	6:20 AM-7:15 PM	45	43,507	6.7
Hallandale Beach 1	Mon–Sat	7:00 AM–7:45 PM	45	57,058	7.8
Hallandale Beach 2	Mon–Sat	7:00 AM–7:00 PM	65	35,650	9.6
Hallandale Beach 3	Mon–Sat	7:00 AM–7:00 PM	65	28,527	7.7
Hallandale Beach 4	Daily	7:00 AM–7:00 PM	60	30,372	7.0
Hillsboro Beach	Mon, Wed, Fri	9:00 AM–5:50 PM	60	6,571	4.9
Lauderdale Lakes North/South Route	Weekday	9:00 AM–6:55 PM	80	25,631	9.0
	Saturday	8:00 AM-2:00 PM	80		
Lauderdale Lakes East/West Route	Weekday	9:00 AM–5:53 PM	70	36,875	13.0
Lauderhill-Route 1	Weekday	6:30 AM–6:30 PM	60	53,717	17.3
Lauderhill-Route 2	Weekday	6:30 AM–6:30 PM	35-50	38,615	12.5
Lauderhill-Route 3	Weekday	6:30 AM–6:30 PM	60	60,754	19.5
Lauderhill-Route 4	Weekday	6:30 AM–6:30 PM	60	28,865	9.3

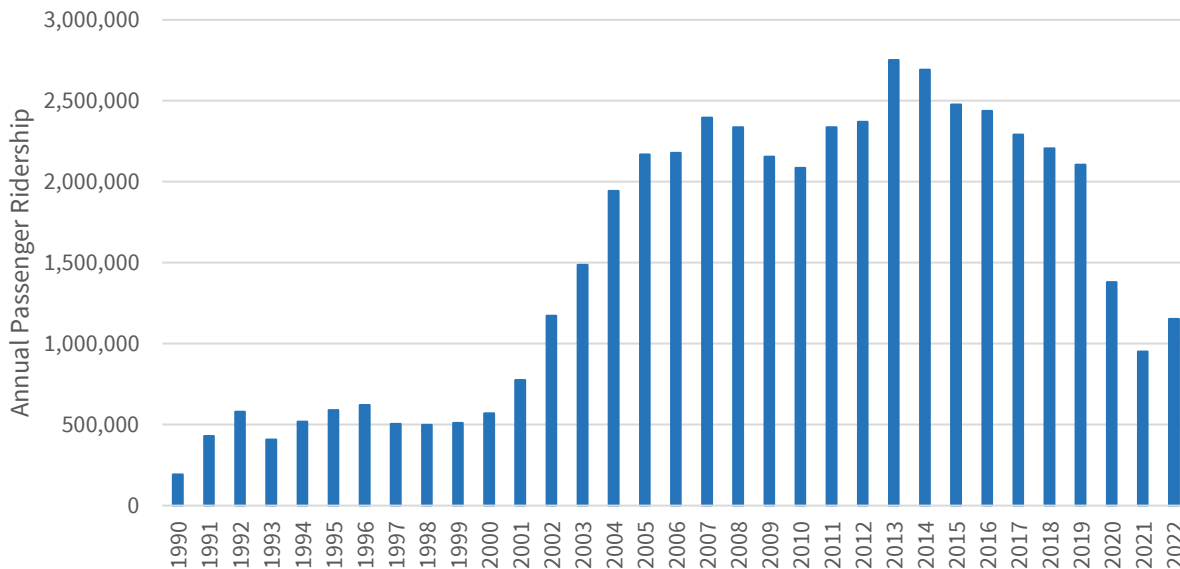
Route	Service Day	Service Span	Frequency (min)	Annual Passenger Trips	Passenger Trips per Hour
Lauderhill-Route 5	Weekday	8:30 AM–8:30 PM	60	46,622	15.0
Lauderhill-Route 6	Weekday	7:00 AM–11:00 AM; 3:00 PM–7:00 PM	40	21,239	10.3
Lauderhill-Route 7	Weekday	7:00 AM–11:00 AM; 3:00 PM–7:00 PM	45-50	15,489	7.6
Lighthouse Point	Weekday	9:00 AM–3:26 PM	60	7,075	4.7
Margate A	Weekday	7:30 AM–4:30 PM	60	23,066	10.0
Margate As	Saturday	7:30 AM–4:47 PM	70	2,669	5.8
Margate C	Weekday	6:00 AM–9:00 PM	60	25,078	10.9
Margate D	Weekday	6:00 AM–9:00 PM	60	20,091	9.1
Miramar-Green	Weekday	6:30 AM–6:30 PM	65-80	3,412	4.1
Miramar-Red	Weekday	6:30 AM–6:30 PM	80	7,042	7.2
Miramar-Orange	Weekday	6:30 AM–6:26 PM	90	1,375	1.1
North Lauderdale East	Weekday	7:30 AM–6:00 PM	60	1,536	3.1
North Lauderdale West	Weekday	7:30 AM–6:00 PM	60	814	1.6
Pembroke Pines-Green	Mon–Sat	7:45 AM–7:55 PM	60	32,088	4.6
Pembroke Pines-Gold East	Mon–Sat	7:00 AM–7:03 PM	45	65,241*	9.6
Pembroke Pines-Gold West	Mon–Sat	7:30 AM–7:21 PM	65	26,523*	7.4
Pembroke Pines-Blue East	Tue, Wed, Fri	9:00 AM–3:25 PM	70	6,486	6.1
Pembroke Pines-Blue West	Tue, Wed, Fri	8:00 AM–3:15 PM	70	8,680	8.1
Pompano Beach-Blue	Weekday	9:05 AM–5:02 PM	65-75	11,170	5.6
Pompano Beach-Green	Weekday	9:00 AM–4:52 PM	68	16,433	8.2
Pompano Beach-Red	Weekday	9:00 AM–4:57 PM	65-75	19,763	9.9
Pompano Beach-Orange	Weekday	9:00 AM–4:57 PM	68	11,706	5.9
Tamarac Red	Weekday	7:00 AM–6:56 PM	60	33,625	9.2
Tamarac Red Extension	Tue–Thu	9:00 AM–4:55 PM	60		

Source: BCT September 2022 Ridership Report

* BCT reports Pembroke Pines Gold East and West ridership figures cumulatively.

Annual passenger trips on Community Shuttles exceeded two million from 2015 through 2019; however, as shown in **Figure 3-2**, Community Shuttle ridership has decreased since 2013 when it peaked at 2.75 million riders. According to BCT’s September 2022 Ridership Report, Community Shuttles transported 1.15 million passengers, a decrease of nearly 58% from 2013, but a 21% increase from 2021, when only about 950,000 passengers rode the Community Shuttles during the COVID-19 pandemic.

Figure 3-2: Community Shuttle Annual Ridership



Source: BCT September 2022 Ridership Report

Paratransit Service Characteristics

BCT provides paratransit service, through the TOPS! program, to those with ambulatory, cognitive, and other disabilities that prevent them from independently using fixed-route service. The fleet consists of over 300 vehicles, 224 of which are operated in maximum service as of September 2022. Most vehicles transport 10 ambulatory customers or three customers with wheelchairs, while some transport three ambulatory customers or one wheelchair customer. TOPS! is available during the same service hours as fixed-route service. Trips are available anywhere within Broward County and between any eligible origin and destination pairs within 3/4-mile of a BCT fixed route in Miami-Dade and Palm Beach counties.

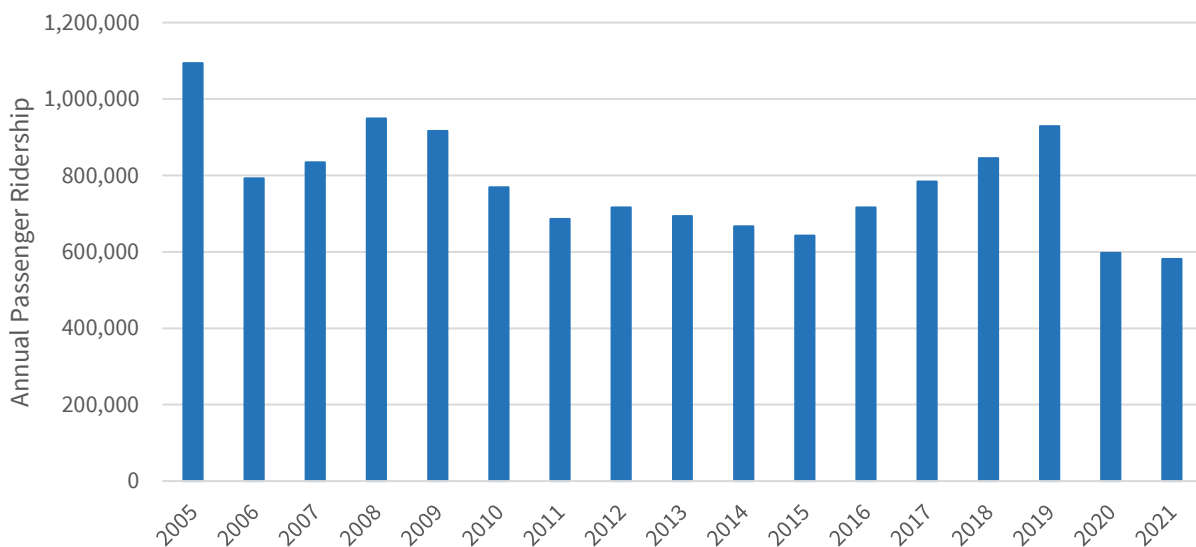
All trips must be scheduled online or via telephone in advance before 5:00 PM one day prior to travel (but not more than three days in advance). As required by the Americans with Disabilities Act (ADA), paratransit trips are intended to mirror fixed-route service for eligible residents and are scheduled such that they are comparable to the travel time the trip would have taken on regular fixed-route service. The TOPS! one-way standard fare is \$3.50 and must be paid to the driver upon boarding the vehicle. TOPS! service is provided by privately-owned transportation companies which operate TOPS! under contract to BCT.

As an alternative to TOPS!, BCT offers the Riders’ Choice Program, in which customers deemed eligible for paratransit service may elect to use an authorized private taxicab company or transportation network company (e.g., Uber or Lyft) instead of TOPS! service. As of October 1, 2023, BCT will

reimburse the customer up to \$30 per trip as long as the origin and destination are both in Broward County. One primary benefit of the Rider’s Choice Program is the ability to book same-day trips.

Figure 3-3 details TOPS! ridership since 2005 starting with 1,094,006 passenger trips and then declining through 2014, when BCT recorded 640,819 passenger trips. This decline reversed in 2016, when BCT recorded 758,798 trips and increased further to 949,355 in 2019, an increase of roughly 48% more passenger trips since 2014. The COVID-19 pandemic caused a significant drop in 2020 customers. Passenger trips include customers and their personal care attendants or companions.

Figure 3-3: Paratransit Annual Ridership



Source: National Transit Database

Late Shift Connect

BCT’s Late Shift Connect Program is available to Broward residents who work in Broward County and whose job begins or ends during the late shift (11 PM to 6 AM). This serves working individuals during the time frame that normal BCT transit operations are not in service to provide a trip. To use Late Shift Connect, customers must sign up in advance and provide employment information to verify their late shift work status as well as employer address. For a trip to be eligible, it must begin or end at the employer address during the late shift hours. Upon enrollment, the customer receives a physical payment card that the customer loads with funds. The fare structure for Late Shift Connect is as follows: the customer pays a \$2 copay per trip, the following \$15 are subsidized by the program, and any remaining fare above \$17 (\$2 copay plus \$15 subsidy) is paid by the customer. This program partners with authorized transportation companies who accept the Late Shift Connect payment card. Use of the program is limited to five trips per week, Sunday through Saturday.

Competing and Complementary Service Providers

In addition to fixed-route and paratransit services, BCT customers can access neighboring transit systems such as MDT and Palm Tran, commuter/intercity rail (e.g., Tri-Rail and Brightline) service, and intercity bus service (e.g., Greyhound and FlixBus).

Miami-Dade Transit and Palm Tran

Currently, BCT Routes 10, 19, and 48 connect with one of three Palm Tran routes in northern Broward County or southern Palm Beach County. There are a greater number of BCT connections to MDT, as transfer opportunities occur at established transfer terminals and offer connections to Tri-Rail. These connections to other transit systems and their respective routes are detailed in **Table 3-6**.

In terms of recent ridership data, while MDT recorded a ridership count of 32.4 million in 2021, Palm Tran’s ridership stood at 5.9 million for the same year. MDT’s services catered to a service area population of 2.7 million, whereas Palm Tran served a service area population of 1.4 million.

Table 3-6: 2023 BCT Connections to MDT and Palm Tran

Location	BCT Routes	Connecting System	Connecting Routes
Golden Glades Tri-Rail Station	18, 441	MDT & Tri-Rail	75, 75A, 77, 95, 95A, 401, Tri-Rail
Aventura Mall	1, 28, 101	MDT	3, 9, 9A, 95A, 100, 183, 199, 203
University of Miami Hospital	106, 108, 114	MDT	12, 95A, 401
Culmer Metrorail Station	106, 108, 114	MDT	77, Metrorail
NW 8 th St @ NW 1 st /2 nd Ave (Miami)	109, 110	MDT	2, 95, 401, 836, 837
Brickell Station	109, 110	MDT	8, 24, 26, 207, 208, Metrorail, Metromover
NW 207 th St (Miami Gardens)	2	MDT	27, 27A, 199
Mizner Park (Boca Raton)	10	Palm Tran	1, 92, 94
The Cove Shopping Center	48	Palm Tran	92
Sandalfoot Square (West Boca)	19	Palm Tran	91, 92

Source: BCT, MDT, Palm Tran, SFRTA

Tri-Rail

The South Florida Regional Transportation Authority (SFRTA) operates the Tri-Rail commuter rail service that connects Palm Beach, Broward, and Miami-Dade counties with service between Miami International Airport and Mangonia Park in Palm Beach County. Weekday service operates between 4:00 AM and 11:35 PM, with trips departing every 20 minutes in the peak periods and hourly during the off-peak periods. In the northbound direction, service begins at 4:15 AM and ends at 11:35 PM, whereas service in the southbound direction begins at 4:00 AM and ends at 10:35 PM. Weekend service runs

hourly from 5:50 AM to 8:50 PM in the northbound direction, with one additional northbound evening trip ending by 11:00 PM. In the southbound direction, weekend service runs hourly from 5:17 AM to 8:20 PM, with one additional southbound evening trip ending by 11:45 PM.

Tri-Rail fares are based on distance traveled, ranging from \$2.50 one-way for travel within a single zone to \$8.75 one-way for travel through six zones. Transfers to BCT fixed-route service from Tri-Rail stations are \$0.50. Of the 18 Tri-Rail stations, seven are in Broward County and are all served by BCT fixed-route bus service. Tri-Rail’s annual ridership in 2021 was 2,029,609, less than half of the number of annual trips before the COVID-19 pandemic. In addition, the Fort Lauderdale-Hollywood station is served by a Tri-Rail Commuter Connectors, which provides free shuttle service between the station and the Fort Lauderdale-Hollywood International Airport. **Table 3-7** details these connections between the seven Broward County Tri-Rail stations (and Golden Glades in Miami-Dade County) and local transit services.

Table 3-7: 2023 Tri-Rail Connections

Tri-Rail Station	SFRTA Shuttle	BCT	Community Shuttle	MDT
Deerfield Beach	-	48	Deerfield Beach (Express I)	-
Pompano Beach	-	34	Pompano Beach (Blue)	-
Cypress Creek	Freebee	14, 60, 62	-	-
Fort Lauderdale	-	9, 22, 81	LauderGO (Neighborhood Link, Northwest Community Link)	-
Fort Lauderdale/Hollywood Intl. Airport	Airport	4, 6, 15, 16, 110	Dania Beach (West), Davie (SFEC)	-
Sheridan Street	-	12	-	-
Hollywood	-	7	Hallandale Beach (3)	-
Golden Glades*	-	18, 441	-	75, 75A, 77, 95, 95A, 401

*Located in Miami-Dade County

Source: South Florida Regional Transportation Authority

Brightline

In 2018, All Aboard Florida, a subsidiary of Florida East Coast Industries (a private real estate company), began intercity rail service between downtown Miami and West Palm Beach, with an intermediate stop in Fort Lauderdale. Additional stops along the route in Aventura and Boca Raton were added in 2022. The system, commonly known as Brightline, extended service north to Orlando beginning in September 2023. A further extension to Tampa is currently being planned.

Paralleling much of the existing Tri-Rail commuter rail, Brightline offers faster travel times and fewer stops at a higher ticket price. As of September 2023, 16 daily round trips between Orlando and Miami are provided, with an additional two round trips between West Palm Beach and Miami. Fares for one-way trips between West Palm Beach and Miami start at \$10 and fares for one-way trips between

Orlando and Miami start at \$79. Brightline's service operates between 4:30 AM and 1:20 AM. According to a January 11, 2023, article in *Skift*, Brightline ridership was over 1.23 million passengers in 2022.

The Fort Lauderdale Brightline station is the only one in Broward County and is located next to Broward Terminal, which provides connections to 17 BCT regular fixed routes.

Amtrak

Amtrak provides intercity rail service with stations in Hollywood, Fort Lauderdale, and Deerfield Beach. The line begins in Hialeah just south of Broward County in Miami-Dade County. The line travels north to Tampa, Orlando, and Jacksonville. Beyond Florida, passengers can reach the greater Amtrak network with access across the country. Two trains travel north every day while two trains travel south. Ticket prices vary depending on travel distance, date, and demand.

Transportation Networking Companies

Transportation Networking Companies (TNCs) like Uber and Lyft have transformed urban mobility by offering flexible and convenient on-demand rides. While they compete with traditional transit by providing personalized door-to-door service, they also complement transit systems by filling gaps in accessibility, particularly for first/last-mile connections and during the times of day when transit is not operating. TNCs can enhance public transportation's reach, but their popularity may also divert some ridership.

In addition to public transit and ridesharing services like Uber and Lyft, taxis also operate within the service area. Taxis offer an alternative mode of transportation, providing on-demand service. While they share similarities with ride-sharing services, taxis are a distinct option that contributes to the overall transportation network.

Micromobility

A popular first/last-mile transportation option, micromobility has broadened its reach since the COVID-19 pandemic. In Broward County, many micromobility providers have discontinued their services due to shifts in public opinion and conditions in the transportation market. Currently, Broward BCycle is the primary shared micromobility vendor in Broward County. It offers a bike share service in downtown Fort Lauderdale and in the beach areas of Hollywood, Fort Lauderdale, Lauderdale-By-The-Sea, and Pompano Beach.

Intercity Bus Service

To facilitate accessible and affordable regional travel, several intercity bus services operate routes that pass through Broward County, stopping almost exclusively in Fort Lauderdale. These intercity bus providers include Greyhound, Flixbus, Megabus, and RedCoach. Most of these services connect Broward County to Miami, West Palm Beach, Tampa, Orlando, and other metropolitan areas in the region.

Greyhound provides service north to New York City and south to Key West. Greyhound stops at the Broward Boulevard Park-and-Ride and the Sheridan Tri-Rail Station. Both stops allow for connection with BCT services. Flixbus serves similar destinations to Greyhound and has four stops: Fort Lauderdale International Airport, Broward Boulevard Park-and-Ride, and the Sheridan Tri-Rail Station. Megabus offers service from the Sheridan Tri-Rail Station to points north and south. The RedCoach stop is located at the airport and it offers service to Miami and Orlando.

Trend Analysis and Peer Review

To assess how efficiently BCT provides fixed-route and paratransit service and how effectively those services meet the needs of its customers, a trend analysis and peer review was conducted. A trend analysis is a tool used to evaluate changes in performance within the agency over a given timeframe, and a peer review provides a comparison between BCT and transit agencies of similar characteristics during a single year. Taken together, these analyses provide important insights into the financial and operational health of an organization.

This section presents a summary of key findings of the trend analysis and peer review of BCT's fixed-route and demand-response operations. The full report can be found in Appendix C. To complete these analyses, various performance measures were derived from the most recently available National Transit Database (NTD) data. The trend analysis was conducted over a five-year period (FYs 2017–2021), and the peer analysis was conducted for FY 2021. FY 2021 NTD data were used for the peer analysis because FY 2022 data were not available at the time of this analysis.

For both the trend analysis and peer review, three categories of indicators and performance measures were analyzed:

- *General Performance Measures* provide an assessment of overall levels of service supplied and consumed, as well as general financial and service area characteristics.
- *Service Effectiveness Measures* calculate how many passengers are served per unit of service provided, how well an agency deploys its resources, and the degree to which service is provided within the service area.
- *Service Efficiency Measures* indicate the extent to which cost efficiency is achieved, or the costs in relation to units of service provided and benefits realized.

The trend analysis and peer review are organized by the type of measure or indicator and include statistics, figures, and tables to illustrate BCT's performance over the past five years and in comparison to the selected peer cohort. The following sections provide a summary of the peer selection process, a definition of the selected performance measures, highlights by performance measure, and finally a summary of key findings.

It should be noted that the term “passenger” is used in this section instead of the term “customer” that is used throughout the rest of the report. The two terms are intended to mean the same thing, but for consistency with the NTD source, “passenger” is used in this section.

Peer System Selection

The peer review provides an opportunity for BCT to compare its system-wide effectiveness and efficiency indicators with other peer transit systems to determine how well BCT is performing compared to similar and “aspirational” transit agencies. The list of potential peers in **Table 3-8** was developed using a peer selection methodology developed by Benesch using 2021 NTD reports and BCT staff input. Peer groups typically comprise six to eight peers. Selected performance indicators, effectiveness measures, and efficiency measures are then used to illustrate the performance of BCT’s fixed-route system relative to the peer group.

The peer systems for selection were drawn from the pool of transit agencies within the Sunbelt states (KY, GA, FL, AL, NC, SC, TN, CA, AZ, NM, VA, TX, LA, and OH). All transit systems in these states were analyzed based on eight indicators—six operating characteristics (average speed, passenger trips, revenue miles, revenue hours, vehicles operated in maximum service, and total operating expense) and two exogenous variables (service area population and service area population density). To select the systems most comparable with BCT, each indicator’s value for BCT was used as a base number. From this, 80%, 90%, 110%, and 120% of BCT indicator values were calculated, respectively. Potential peers were then assigned a score for each of the indicators based on the following criteria:

- Peers falling between 90% and 110% of the BCT value were awarded 1.0 point.
- Peers falling between 80% and 90% of the BCT value or between 110% and 120% were awarded 0.5 points.
- Peers falling below 80% or above 120% of the BCT value were awarded 0.0 points.

The total score for each of the indicators by corresponding peers were then summed based on the above criteria. While some of these peers operate other modes like commuter rail and light rail, these performance measures were compared for the motorbus mode only.

In addition to the eight-factor analysis, BCT considered past peers, regional peers, and aspirational peers, meaning those operating premium services similar to those proposed under Broward County’s PREMO plan. Each peer selected was identified for its similarity to BCT, identified through the eight-variable method, or as a past, regional, or aspirational peer.

Table 3-8: Selected Peers

Peer	Reason
Miami-Dade Transit	Regional, 2018 Peer, 2013 Peer
Palm Tran	Regional, 2018 Peer, 2013 Peer
Central Florida Regional Transportation Authority (LYNX)	2018 Peer, 2013 Peer, 2021 8-Variable Method, Aspirational
Greater Cleveland Regional Transit Authority (GCRTA)	2021 8-Variable Method
Valley Transportation Authority (San Jose)	2018 Peer, 2013 Peer, 2021 8-Variable Method
Orange County Transportation Authority (OCTA)	2018 Peer, 2021 8-Variable Method, Aspirational
Southwestern Ohio Regional Transit Authority (Cincinnati)	2021 8-Variable Method, Aspirational
VIA Metropolitan Transit Authority (San Antonio)	2018 Peer, 2013 Peer, Aspirational

Trend Analysis and Peer Review | Fixed Route

Once the peers were selected, a multitude of measures from the three performance categories were analyzed to evaluate the trend of the fixed-route service and its peer standings. **Table 3-9** lists the performance measures by category used in the fixed-route trend analysis and peer review. **Table 3-10** summarizes BCT’s general trend and peer standing for each performance measure. More detailed information regarding the trend analysis and peer review for the fixed-route system can be found in Appendix C.

Table 3-9: Fixed-Route Trend Analysis and Peer Review Performance Measures

General Performance	Service Effectiveness	Service Efficiency
– Service Area Population	– Vehicle Miles per Capita	– Operating Expense per Capita
– Service Area Population Density	– Passenger Trips per Capita	– Operating Expense per Passenger Trip
– Passenger Trips	– Passenger Trips per Revenue Mile	– Operating Expense per Passenger Mile
– Average Passenger Trip Length	– Passenger Trips per Revenue Hour	– Operating Expense per Revenue Mile
– Passenger Miles	– Passenger Trips per Vehicles in Maximum Service	– Farebox Recovery Ratio
– Vehicle Miles	– Revenue Service Interruptions	
– Revenue Miles	– Revenue Miles between Incidents	
– Route Miles	– Revenue Miles between Failures	
– Revenue Hours	– Revenue Miles per Vehicle Mile	
– Total Operating Expense	– Revenue Hours per Employee FTE	
– Total Employees FTE	– Passenger Trips per Employee FTE	
– Vehicles Operated in Maximum Service	– Vehicle Miles per Gallon	
– Total Gallons Consumed	– Average Age of Fleet	
– Average Fare		

Table 3-10: Fixed-Route Trend Analysis and Peer Review Key Findings

Measure	Trend Analysis	Peer Review
General Performance Indicators		
Service Area Population	Increasing	Above Average
Service Area Population Density	Decreasing	Above Average
Passenger Trips	Decreasing	Below Average
Average Passenger Trip Length	Decreasing	Below Average
Passenger Miles	Decreasing	Below Average
Vehicle Miles	Decreasing	Above Average
Revenue Miles	Decreasing	Above Average
Revenue Hours	Decreasing	Above Average
Route Miles	Increasing	Below Average
Operating Expenses	Increasing	Below Average
Operating Revenues	Decreasing	Below Average
Total Employees	Increasing	Below Average
Vehicles Operated in Maximum Service	Decreasing	Below Average
Average Age of Fleet	Decreasing	Below Average
Fuel Consumption	Decreasing	Above Average
Average Fare	Decreasing	Below Average
Effectiveness Measures		
Vehicle Miles per Capita	Decreasing	Below Average
Passenger Trips per Capita	Decreasing	Below Average
Passenger Trips per Vehicles in Maximum Service	Decreasing	Above Average
Passenger Trips per Revenue Hour	Decreasing	Above Average
Passenger Trips per Revenue Mile	Decreasing	Below Average
Revenue Miles Between Incidents	Increasing	Below Average
Revenue Miles Between Failures	Decreasing	Below Average
Revenue Service Interruptions	Decreasing	Above Average
Revenue Hours per Employee	Decreasing	Above Average
Revenue Miles per Vehicle Mile	Decreasing	Below Average
Passenger Trips per Employee	Decreasing	Above Average
Vehicle Miles Per Gallon	Increasing	Below Average
Efficiency Measures		
Operating Expenses per Capita	Increasing	Below Average
Operating Expenses per Passenger Trip	Increasing	Below Average
Operating Expenses per Passenger Mile	Increasing	Below Average
Operating Expenses per Revenue Mile	Increasing	Below Average
Farebox Recovery Ratio	Decreasing	Below Average

The trend and peer analysis results provide insight into the efficiency and effectiveness of BCT’s fixed-route operation over time and compared to its industry peers, indicating potential avenues for advancement in these measures. A summary of key findings is provided as follows:

- **BCT’s fixed-route ridership decreased 48% from 2017 to 2021**, a steeper decline than what was experienced from 2013 to 2017. As expected, 2020 saw the largest decrease in passenger trips from the previous year, which can be attributed to the COVID-19 pandemic. This

downward trend continued into 2021 but reversed in 2022 when ridership climbed back upward. BCT remains in the middle of the pack of its peers in terms of passenger trips. Improvements to fixed-route service, increased marketing, and incentivization to use BCT services could increase ridership.

- BCT maintained or increased its level of service until the start of the COVID-19 pandemic, when service was scaled back.** BCT route miles, vehicle miles, revenue miles, and revenue hours all stayed the same or increased through 2019, then began to decrease in 2020 at the onset of the COVID-19 pandemic, placing the service near the peer average. The pandemic-induced decrease in transit demand prompted the scaling back of BCT’s service, which has not yet returned to pre-pandemic levels. Expansion of BCT’s services can be facilitated by increased demand and identifying new markets and travel patterns.
- Most measures of effectiveness have diminished due to the substantial decline in ridership,** including passenger trips per capita, per revenue hour, per revenue mile, per employee, and per vehicle operated in maximum service. Over the past five years, BCT has improved fuel efficiency and decreased the average age of its fleet by about two-and-one-half years, the latter of which places BCT ahead of its peers. BCT can better its effectiveness by increasing ridership and by continuing to operate and maintain a sustainable and first-rate fleet.
- Despite being more cost-efficient than its peers, BCT’s efficiency has been diminishing since 2017 and became more pronounced in 2020.** BCT’s operating expense per capita, per passenger trip, per revenue mile, and per passenger mile slightly increased each year until 2020, when those rates began to increase substantially. Farebox recovery was the most affected measurement, decreasing from 28% in 2017 to 5% in 2021. These metrics indicate that operations expenditures are decreasing at a slower rate than that of revenue from customer fares. It should be noted that BCT suspended fares in 2020 and did not reinstate them until June 2021. The lack of fare collections significantly affected farebox recovery. If BCT maintains or expands its current level of service, it must generate more revenue to improve cost efficiency, particularly from grants or customer fares.

Trend Analysis and Peer Review | Demand Response

Like the fixed-route service, a multitude of measures from the three performance categories were analyzed to evaluate the trend of BCT’s demand response service and its peer standings. **Table 3-11** lists the performance measures by category used in the demand response trend and peer analysis. **Table 3-12** summarizes BCT’s general trend and peer standing for each performance measure. More detailed information regarding the trend analysis and peer review for the demand response system can be found in Appendix C.

Table 3-11: Demand Response Trend Analysis and Peer Review Performance Measures

General Performance	Service Effectiveness	Service Efficiency
– Passenger Trips	– Passenger Trips per Revenue Mile	– Operating Expense per Capita
– Passenger Miles	– Passenger Trips per Revenue Hour	– Operating Expense per Passenger Trip
– Vehicle Miles		– Operating Expense per Passenger Mile
– Revenue Miles		– Operating Expense per Revenue Mile
– Total Operating Expense		
– Vehicles Operated in Maximum Service		

Table 3-12: Demand Response Trend Analysis and Peer Review Key Findings

Measure	Trend Analysis	Peer Review
General Performance Indicators		
Passenger Trips	Decreasing	Above Average
Passenger Miles	Decreasing	Below Average
Vehicle Miles	Increasing	Above Average
Revenue Miles	Increasing	Above Average
Operating Expenses	Increasing	Below Average
Vehicles Operated in Maximum Service	Increasing	Above Average
Effectiveness Measures		
Passenger Trips per Revenue Hour	Decreasing	Below Average
Passenger Trips per Revenue Mile	Decreasing	Below Average
Efficiency Measures		
Operating Expenses per Capita	Increasing	Below Average
Operating Expenses per Passenger Trip	Increasing	Below Average
Operating Expenses per Passenger Mile	Increasing	Below Average
Operating Expenses per Revenue Mile	Increasing	Below Average

The trend and peer analysis results provide insight into the efficiency and effectiveness of BCT’s demand response operation over time and compared to its industry peers, indicating potential avenues for advancement in these measures. A summary of key findings is provided as follows:

- **BCT’s demand response ridership and service increased steadily until the onset of the COVID-19 pandemic.** In 2020, ridership and levels of service declined drastically. Since then, vehicle miles, revenue miles, passenger trips, and operating expenses began to increase again. Demand response ridership is nearing pre-pandemic levels and is expected to increase with population increases, especially in the older adult category.
- **Effectiveness has diminished due to the substantial decline in ridership**, including passenger trips per revenue hour and per revenue mile. BCT’s effectiveness lags behind most of its peers. With the return of ridership in the latter part of 2021 and beyond, it is expected that TOPS! will continue to improve its effectiveness.

- **Despite being more cost-efficient than its peers, BCT's TOPS! efficiency has been steadily declining since 2017.** BCT's demand response operating expense per passenger trip, per revenue mile, and per passenger mile increased substantially, although operating expense per capita and per revenue mile decreased slightly in 2020. These metrics indicate that operations expenditures are increasing at a faster rate than that of customer demand. As with fixed-route services, fares were suspended for more than a year during the pandemic, which affected 2020 and 2021 cost effectiveness measures. If TOPS! maintains or expands its current level of service, it must generate more revenue to improve cost efficiency, particularly from grants or customer fares.

04

Chapter 04

Public Involvement

04 Public Involvement

While the data analyses provided in Chapters 2 and 3 are important to understanding the needs of Broward County residents, public input is equally important to developing this understanding. BCT established a robust set of engagement tools in its Public Involvement Plan (PIP), approved by FDOT on September 18, 2023. The PIP, found in Appendix A, provides a guide for public involvement activities for this TDP Major Update. While the PIP establishes the plan for engagement as shown in **Figure 4-1**, this chapter describes the input received during these various engagement activities.

Figure 4-1: Public Involvement Activities



Advisory Review Committee

To ensure the TDP is developed consistently with local needs and state requirements, an Advisory Review Committee (ARC) was appointed. The ARC is comprised of representatives from various governmental and community organizations. The ARC’s role includes establishing TDP goals, providing recommendations related to engagement and supplying data and input into the plan. Serving on the ARC is also a way for these agencies to stay informed on BCT plans.

Table 4-1 provides a list of organizations that were invited to have a representative participate in the ARC. To comply with the TDP notification requirements, the MPO, FDOT and CareerSource Broward (i.e., workforce development board) were included on the ARC and notified of public meetings and given opportunities to comment on the TDP. The ARC met three times during the TDP process: August 28, September 18, and October 16, 2023. Copies of the ARC presentations are provided in Appendix E.

Table 4-1: Organizations Invited to Participate in ARC

Organization	
Area Agency on Aging of Broward County	CareerSource Broward
Brazilian Business Group	Central County Community Advisory Board
Broward College	Greater Fort Lauderdale Convention and Visitor's Bureau
Broward County Planning Council	Haitian American Chamber of Commerce
Broward County Resilient Environment Dept.	Florida Department of Transportation, District 4
Broward League of Cities	Paramount Broadcasting Communication, LLC
Broward Metropolitan Planning Organization	South Florida Regional Transportation Authority/ Tri-Rail
Broward Regional Health Planning Council	Urban League of Broward County

Stakeholder Interviews

With input from the ARC, BCT selected several organizations to participate in stakeholder interviews. The purpose of the interview is to gain an in-depth understanding of the needs of the organization’s constituents as it relates to transportation and transit. This insight can assist BCT in its decision making related to future improvements.

Interviewers used a set of pre-determined questions to lead the interviews, although interviewers were free to ask questions beyond the script. A copy of the interview script and individual responses can be found in Appendix E. Individuals participating in the interviews and the organizations they represent are listed in **Table 4-2**.

The following themes were determined from the stakeholder interviews:

- **Safety** | Many stakeholders mentioned safety on the bus, at stops, and traveling between stops and destinations were significant concerns among their constituents. This issue was highlighted as particularly true for more vulnerable populations such as seniors, people with disabilities, and people traveling at night.
 - *“Making sure that the infrastructure is in place so that when people want to ride a regular bus, that it is close enough to them where they can get off and on and feel safe. I think safety is a big issue. Feeling safe while riding and safe getting through it. Safety is always a concern that I hear a lot about.”* Charlotte Mather Taylor, Area Agency on Aging of Broward County
- **Convenience** | Like safety, the convenience of traveling on the BCT system was seen as a major factor in determining whether people use the system. Issues like on-time performance, frequent headways, earlier and later service, and buses connecting areas of interest were all mentioned as a part of this theme.

Table 4-2: Stakeholder Interviews

Organization	Representative	Title	Interview Date
Area Agency on Aging of Broward County	Charlotte Mather-Taylor	Chief Executive Officer	September 14, 2023
Broward Metropolitan Planning Organization	Amanda Christon	Transit Manager	September 20, 2023
Downtown Development Authority of Fort Lauderdale	Jenni Morejon	President & Chief Executive Officer	September 12, 2023
Downtown Fort Lauderdale Transportation Management Association	Robyn Chiarelli	Executive Director	September 14, 2023
Flix Bus	Paul Henjes	Government Affairs and Strategic Partnerships	September 12, 2023
Greater Fort Lauderdale Alliance/Prosperity Partnership	Bob Swindell	President & Chief Executive Officer	October 3, 2023
Greater Fort Lauderdale Convention and Visitors Bureau	Stacy Ritter	President & Chief Executive Officer	September 14, 2023
Hispanic Unity	Felipe Pinzon	President & Chief Executive Officer	November 9, 2023
Fort Lauderdale Chamber of Commerce	Dan Lindblade	President & Chief Executive Officer	September 29, 2023
South Florida Education Center	Dr. George L Hanbury II, Ph.D.	President, Nova Southeastern University	November 2, 2023
South Florida Regional Planning Council	Christina Miskis Alisha Lopez	Planning Manager Clean Cities Director	October 25, 2023
South Florida Commuter Services	Jeremy Mullings	Director	October 2, 2023

Note: Broward County Public Schools were invited to participate, but declined.

- *“One thing we’ve seen for inner city buses is that many of the things that draw people onto the bus are time, travel, and then convenience. Having frequent services that go to the place that people want to go to and that doesn’t take too much longer, or takes less time, than driving. I think those things we’ve seen as we’ve created shorter routes that are more frequent and that’s not the places that people want to go to, all of that really helps to get people on to the service.”* Paul Henjes, Flix Bus
- **Marketing** | Several interviewees indicated that BCT needed to work on the public perception of its services. Greater education and marketing is needed to shift residents’ thinking so that they will be open to exploring the new premium transit options proposed in PREMO. There was a mixed response on whether current efforts to market new services like PREMO were effective or not.

- *“I think changing small changes like the logo, which is dated, refreshing the brand, trying to show that taking public transit is not a stigma. That it’s something that helps save the planet, plucking people’s heart strings, getting them emotional about it. That’s how we market and we’re a value-led marketing agency. What the values tell us is that we must be inclusive – that we’re inclusive. We show that in a visually appealing way which captures the people’s interest. The BCT needs to do that. They need a campaign that will be snappy and sharp and attractive.”* Stacey Ritter, Greater Fort Lauderdale Convention and Visitors Bureau

All interviewees were supportive of microtransit and TOD advancements. Additionally, interviewees gave mixed responses for the best way to do public outreach. Grassroots, tailored approaches and broad, social media-driven public engagement approaches were top suggestions, with some interviewees supporting one and opposing the other, and others supporting both as valid ways to engage with different groups.

Stakeholder Group Discussions

As noted in **Table 4-3**, certain stakeholders were invited to participate in a group discussion as opposed to having a single individual provide input through a stakeholder interview. Discussion group formats varied based on the needs and interests of the stakeholder group. The discussions were preceded by a presentation about BCT services relevant to the stakeholder group.

Table 4-3: Stakeholder Group Discussions

Group	Focus	Date
Broward Beach Improvement District	Hospitality	October 9, 2023
Broward County Bicycle and Pedestrian Advisory Council	Bicyclists and Pedestrians	November 8, 2023
Broward Regional Health Planning Council	Healthcare	November 9, 2023

The following themes were determined from the stakeholder group discussions:

- Hospitality staff need earlier and more frequent service, especially to the southern end of the beach. Often staff find BCT service does not fit their schedule, so they bike to work instead of using the bus if they live nearby.
- Bus stop shelters and design factors in the built environment should be prioritized to make transit a more user friendly, attractive, and desirable choice. Suggestions to conduct a bus stop inventory study to eliminate defunct stops and improve frequently ridden stops came up more than once.
- Technological solutions can be improved to assist in wayfinding and convenience. For example, the design of the real time app is difficult to use and the digital exterior route display

on buses can be standardized to include route number, main corridor it traverses, and direction of travel.

Public Workshops

Five public workshops were held throughout the project life cycle. **Table 4-4** provides a list of workshops dates, times and locations while **Figure 4-2** provides some images from the in-person meetings.

Table 4-4: Public Workshops

Date	Time	Location
September 21, 2023	12:30 PM – 2:00 PM	Dania Beach Paul DeMaio Library (1 Park Avenue East, Dania Beach FL 33004)
September 21, 2023	3:30 PM – 5:00 PM	Miramar Branch Library (2050 Civic Center Place, Miramar, FL 33025)
October 13, 2023	11:00 AM – 12:00 PM	North Regional Broward College Library (1100 Coconut Creek Blvd, Coconut Creek, FL 33066)
October 13, 2023	2:00 PM – 3:00 PM	Sunrise Dan Pearl Library (10500 W. Oakland Park Blvd, Sunrise, FL 33351)
October 17, 2023	6:00 PM – 7:00 PM	Virtual via Zoom

Figure 4-2 Public Workshop Photos



The following themes were determined from the public meetings:

- There were many positive comments about BCT service and how appreciated it is.
- A 7-day bus pass is needed for seniors as a daily pass is not discounted enough and a monthly pass does not appeal to seniors.
- Buses are cleaner and customers are more respectful than just a few years ago.

- BCT needs to provide free bus passes if customers provide input during these meetings.
- It was noted several times that the lack of fare interoperability between transit systems in the area is inconvenient for customers.
- Investments in premium modes are needed to attract more customers to the network, but a marketing campaign will also be needed to shift attitudes among potential customers.
- Desire for a downtown circulator or transit loop in Fort Lauderdale, similar to the defunct Wave Streetcar concept.
- Concerns with first/last mile connectivity were expressed. In particular, it was noted that Florida roadways can be a hostile environment for pedestrians and individuals waiting at bus stops.
- There were several requests to make it easier for customers to access schedule information. Specifically, having two customer-focused apps is not convenient. Participants recommended that QR codes be posted at bus stops to help waiting customers access bus schedule information whether through online schedules or a real-time bus tracker. It was also noted that the digital signs at the front of the buses are not uniformly programmed so it can be difficult to understand which route and direction the bus is traveling.
- The lack of on-time performance is a problem.
- All bus stops should have a shelter.
- A review of bus stops to ensure they are proximate to crosswalks and not blocked by fences is needed.

Customer Survey

An on-board customer satisfaction survey was conducted with 3,871 completed surveys collected. A full summary of the results of the on-board survey can be found in Appendix B. A comparison between the 2023 on-board survey results and the 2018 and 2013 versions of the survey is provided in Chapter 5.

Conducted between August 7 and September 8, 2023, surveyors handed out paper versions of the on-board survey in four languages: English, Haitian Creole, Portuguese, and Spanish. The focus of the survey was customer satisfaction. Images from the survey collection effort are provided in **Figure 4-3**.

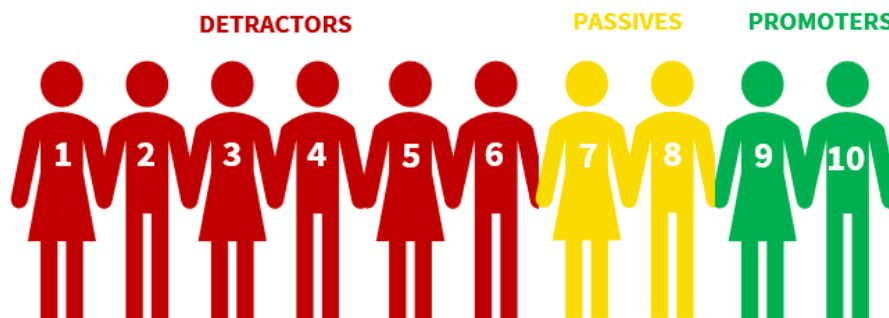
Figure 4-3: On-Board Survey Photos



Images of surveyors requesting customers to take the on-board survey.

The first question on the survey asked how likely BCT customers were to recommend BCT services to a friend or colleague. Respondents were given a scale from 1 (Not Likely at All) to 10 (Extremely Likely). This question provides data used to calculate the Net Promoter Score (NPS), which measures customer loyalty to a brand. To calculate the NPS, respondents are divided into three categories: Detractors, Passives, and Promoters based on their scores (see **Figure 4-4**).

Figure 4-4: Net Promoter Score | Respondent Categories



The NPS is calculated on a 200-point scale from -100 to +100. Scores above 70 are considered Excellent, scores above 30 are considered Great, and anything above 0 is considered Good. NPS are calculated by subtracting the percentage of detractors from the percentage of promoters. BCT’s NPS was 29, which is considered Good and just shy of Great. As this was the first time BCT had asked this question, there is no trend information available.

Other highlights from the survey include the following:

- More than 50% of trips were for work.
- The primary reason for taking transit was that the customer did not have a car available to them, followed by saving money.

- When asked how they would complete their trip if transit was not available, greater than 31% indicated that they would take a taxi/Uber/Lyft.
- More than 60% of respondents indicated they ride transit four or more days per week.
- More than 47% of respondents have been riding BCT for more than two years.
- Just shy of 40% of respondents paid cash on the bus.
- The biggest concern among respondents is a lack of bus bench or shelter at a stop while the biggest attribute of the service is the comfort of the buses.
- The most requested improvements were increased hours of service (earlier or later), improved on-time performance, increased frequency of service, and added benches and shelters at stops.

Presentations

To ensure that partner and stakeholder agencies are aware of the TDP effort, several presentations are planned following the adoption of the TDP by the Board of County Commissioners. BCT will pursue presentations with the following groups:

- Broward MPO Citizens Advisory Committee
- Broward MPO Technical Advisory Committee
- Broward MPO Local Coordinating Board
- Broward MPO Board
- Broward County Surtax Oversight Board
- SFRTA Planning Technical Advisory Committee

Summary

The involvement activities gathered input from stakeholders, customers and the general public. Across these various interest groups, there were several common themes that stand out:

- Marketing is key to attracting new customers to the BCT network. Marketing should be across media and educate potential customers on the benefits of riding transit.
- Investments in customer convenience items is critical. Efforts to streamline technology, both within the BCT system and in BCT's connectivity to other transportation options, is needed. These improvements should make it easier for customers, especially new ones, to plan trips, pay fares, transfer to other transit providers, find real-time bus information, etc.

- Safety and security improvements are also important. These improvements tend to center around bus stop improvements such as adding benches and shelters and addressing first/last mile connectivity.
- Service improvements such as earlier and later service, increased frequency, and improved on-time performance are very important as well.

05

Chapter 05

Situation Appraisal

05 Situational Appraisal

In this Chapter, the data presented and analyzed in the prior three chapters is synthesized to provide greater context for BCT and its services. In reviewing this data, it provides an appraisal of factors within and outside of BCT that affect the provision of transit service. Understanding all these impacts can assist BCT in planning for future transit improvements. The situation appraisal also contains a plan review, which provides an overview of other planning efforts that impact BCT.

Plan Review

More than 20 local, state, and federal plans were reviewed to assess their impact on BCT's operations. While the federal plans tend to place requirements on transit operators, the local and state plans are reviewed to determine the extent to which they support or hinder transit operations. The detailed plan review is provided in Appendix D.

Themes from the plan review include the following:

- **Coordination** | Greater emphasis on the coordination of transportation modes including automobiles, transit, pedestrian, bicycle, and airplane travel. Many plans discuss the need for mobility hubs (or similarly named infrastructure) that facilitate transfers between modes.
- **Safety** | With the increased use of non-automobile modes, there is a recognition that there will be an increased need for safety for vulnerable roadway users. Calls for Vision Zero programs, which aim to reduce traffic fatalities to zero, are included in several plans.
- **Premium Modes** | The addition of premium transit modes is included in many plans, which indicates support for BCT's PREMO plan.
- **Density** | There is recognition that development patterns need to increase in density and intensity to support the integration of modes across Broward County as well as to support higher capacity transit modes.

Implications | There is significant overlap between the themes identified in the plan review and those identified through public engagement. This overlap shows alignment of thought in Broward County, which will be useful in the implementation of the PREMO plan.

While many local plans call for increased transit service and infrastructure as well as the introduction of new transit modes in Broward County, they have not yet been able to incorporate specific PREMO recommendations. BCT will coordinate with municipal governments as well as county and regional planning agencies to incorporate PREMO's recommended improvements into

future planning exercises. BCT will work with municipal leaders to ensure policies in the proposed transit corridors are supportive of the transit investments.

Coordination with Long Range Transportation Plan

As of July 2023, House Bill 1305 requires greater coordination between TDPs and their respective MPO's Long Range Transportation Plan (LRTP). As recommended in FDOT's TDP handbook, this TDP Major Update is being completed at the same time the Broward MPO is preparing Broward County's 2050 Metropolitan Transportation Plan (MTP), the county's LRTP. While coordination is occurring, the TDP will be completed prior to the completion of the MTP.

Activities to coordinate the two documents include the following:

- Including a representative from the MPO on the TDP's ARC.
- Incorporating the 2045 MTP into the plan review.
- Incorporating the 2050 MTP goals into the goals development process for the TDP.
- Providing presentations to the MPO Board and committees on the approved TDP.
- Drawing from the same data sources.

Implications | BCT is working collaboratively with the Broward MPO in the development of this TDP to ensure compatibility between the TDP and MTP's goals and recommendations. The MTP completion date is after the TDP, so BCT is working to ensure alignment between the two documents. During the timeframe between major updates of the TDP and LRTP, BCT and the MPO maintain a strong working partnership to implement the vision of the TDP and MTP.

Socioeconomic Trends

As noted in Chapter 2, Broward County's population grew 4% between 2016 and 2021, while the number of households increased 9%, both slower growth rates than the state overall. Larger cities like Fort Lauderdale and Pembroke Pines experienced notable growth (10% and 11%, respectively). Because Broward County is relatively built out at this point, population increases are likely to increase population densities around the county. The future land use map suggests these increases in density should happen around existing areas of density.

Since transit service operates more effectively and efficiently under higher density conditions, Broward County's trajectory toward greater densification would appear to be an opportunity for BCT to increase ridership. But despite recent increases in population, BCT's ridership has been declining since 2014 (see **Figure 3-2**). The decline was only exacerbated by the COVID-19 pandemic. BCT has begun its recovery from the COVID pandemic-related ridership decline, but it

remains to be seen what the extent of that recovery looks like and if BCT can continue building ridership after recovery is complete.

Analysis of traditionally more transit-dependent groups revealed that the county is "majority-minority" (two-thirds), with many minority residents living in the south and central areas of Broward County. Seniors (17%) cluster on the Atlantic Coast, and youth (21%) on the western periphery of the County. About 25% of households earn less than \$25,000, with high concentrations of impoverished households located between the Florida Turnpike and I-95 corridors. Over 30% of residents (approximately 600,000 people) are identified as transportation disadvantaged, with 36% of the 600,000 identified as low income only, 26% elderly only, and 14% disabled only, with the remaining quarter some combination of transportation disadvantaged variables. County-wide, 7% of households have no vehicle, with census tracts near southern Lauderdale Lakes and west Fort Lauderdale reporting over 90% of residents as having no vehicle. While serving transit-dependent populations is important, it is likely that these populations are already relying on transit to a large degree and therefore not a market that is likely to increase BCT ridership levels. BCT will need to attract members of the community who are not transit-dependent to increase ridership levels.

For commutes to work, over three-fourths of residents drive alone, while just 2% use transit. The top employment sector in Broward is education, health, and social services, led by Broward Schools, County Government, and Memorial Health Care. Large employment clusters are in downtown Fort Lauderdale and southwest Plantation. Many residents and workers commute to/from Miami-Dade and Palm Beach counties, with 20% and 9% commuting from Broward County to Miami-Dade and Palm Beach, respectively, and 16% and 10% commuting from those same counties to Broward County, respectively. With only 2% of work trips happening on transit, there is a significant opportunity for BCT with the commute-to-work market.

Implications | Despite the increase in population, BCT's declining ridership indicates that BCT is not building its customer base. Under PREMO, BCT's plan to introduce higher frequency, high-capacity modes such as commuter rail, light rail, and BRT, is a significant step toward attracting new customers. As BCT invests in these new services to target new customers, it must continue to provide high quality service to its existing customers, in particular transit-dependent customers. Both new customers and transit-dependent customers will benefit from increased attention to on-time performance, safety and security, and customer amenities. As BCT moves into station area planning for proposed rail services, it must focus attention on connectivity to major employment centers to attract commuters as that market is large and offers significant opportunity for transit ridership growth.

Travel Trends

The COVID-19 global pandemic brought about significant shifts in travel patterns, particularly with regard to commuting, due to the widespread adoption of remote and hybrid work arrangements in various industries. This transition has variably impacted different employment sectors, with a major outcome being the reduction in commuting to physical offices as remote work became more prevalent both temporarily and, increasingly, permanently. Specifically, individuals working from home in Broward County increased 145% in ten years.

As a result, people spent more days working from their residences, influencing the distribution of trips for activities like dining, shopping, and accessing services away from traditional employment centers. These activities began to cluster around residential areas rather than around workplaces or along typical commuting routes, resulting in a shift towards more local and behavior-driven travel behavior. The rise of home delivery services, which emerged as a response to the pandemic, further contributed to altering travel patterns.

Supporting this trend observation, data from the Location-Based Service app Replica demonstrated that there is no clear pattern of travel in Broward County, but rather suggests the need for broad system coverage running north-south, east-west, and diagonally. This need is further supported by the transit market assessment, which evaluated potential investment areas for discretionary customers and transit dependent customers. Discretionary customers may utilize more premium transit services in dense residential and/or employment areas. This is part of a larger overall trend wherein customers are more inclined toward premium transit options (e.g., rail and BRT). Furthermore, the market analysis found that, based on a transit dependent index evaluation, most of Broward County ranks as at least a medium need for transit, with higher transit dependency expected between the Florida Turnpike and I-95 corridors.

“First/last mile” coverage through pedestrian infrastructure and multi-modal options has also been identified as a need. Currently, a comprehensive data set allowing for an assessment of sidewalk completeness within a quarter mile of all bus stops in Broward County does not exist; however, cities like Fort Lauderdale are taking steps to address this data gap with projects like the Fort Lauderdale Sidewalks Master Plan, currently underway. Shared micromobility operators in Broward County that rent e-scooters or bicycles that could further address the burdens of first/last mile gaps in the transit system are limited to B Cycle, which provides service in the barrier islands from Pompano Beach to Hollywood and downtown Fort Lauderdale.

Implications | Data suggests that broad transit system coverage best assists in getting transit dependent customers to utilize services, while more premium service coverage works best to attract discretionary customers. Therefore, BCT’s approach of layering premium services over

current local bus service as recommended in the PREMO plan should strengthen BCT's ability to attract more customers.

First/last mile impediments are also a concern for BCT as they create barriers for potential customers to access BCT services. While BCT's continued investment in the Community Shuttle program assists in mitigating some first/last mile impediments, BCT's minimal control over pedestrian and bicycle infrastructure is a threat to BCT's ability to attract customers. It is imperative that BCT continue to build partnerships with municipalities to address first/last mile coverage through the addition of pedestrian and bicycle infrastructure. BCT's continued exploration of microtransit may also mitigate this threat.

Land Use

As noted by stakeholders, BCT provides better service to commercial areas (i.e., destinations) than to residential areas (i.e., origins). While the primary land use in Broward County is residential with most new development being infill and redevelopment, many residential areas are gated or designed with limited entry and exit points, separating them from the street grid. This design creates a barrier for transit vehicles trying to serve the residential area while also making it harder for pedestrians to access major arteries where transit is operating. These development patterns have negatively impacted BCT's ability to provide efficient and effective transit service in some areas (see Chapter 3 for more information on BCT's efficiency and effectiveness).

In 2017, Broward developed the BrowardNEXT Land Use plan, which focused on establishing local and regional activity centers as well as transit-oriented corridors and development. The identified activity and transit-oriented areas closely aligned with existing BCT hubs and provided BCT an opportunity to increase transit service in the identified corridors and build stop infrastructure near identified activity centers. BCT was able to leverage these planning efforts when developing the PREMO plan.

In addition to supportive planning activities, the County and its various municipalities encourage transit-efficient land uses through policies that include, but are not limited to:

- Providing credit toward transportation concurrency requirements for Transit Oriented Development/locations within a Transit Oriented Corridor.
- Requiring affordable housing development seeking funding through the County's Affordable Housing Program to be located within a Transit Oriented Corridor and provide a bus stop on the corridor.
- Providing bonus density/other incentives for development located within a Transit Oriented Corridor.

- Designating Transit Oriented Development districts, which require a level of dense, mixed-use development and design standards that discourage automobile usage and encourage mass transit and active modes of transportation (e.g., walking, biking, etc.).
- Encouraging infill development that increases dwelling units or jobs per acre.

These policies should slowly increase the transit supportiveness of Broward County's development, which in turn, offers BCT an opportunity to capitalize on that transit supportiveness.

Beyond local policies, numerous federal housing initiatives (Low Income Housing Tax Credits, Community Development Block Grants, etc.) include built-in stipulations that encourage developing affordable housing near transit or require funding to "benefit communities with low incomes." Moreover, recent strategies and laws like Justice40, which mandates that 40 percent of federal funds be allocated to priority areas like sustainable housing and efficient transit, as well as the Bipartisan Infrastructure Law, have made significant strides in linking transportation and housing. Again, these policies offer BCT an opportunity to leverage resources to support improved transit service.

Implications | Historically, Broward County's development patterns have not been transit supportive, especially in residential areas, yet BCT has still been able to develop a transit network that provides millions of trips annually. Broward County and its municipalities have continued to develop and integrate land use policies that support transit investments. Federal policies have also evolved to support transit investments. Over time, these policies have begun to shift development, and more specifically redevelopment, into more transit-supportive patterns, which will strengthen BCT's ability to provide efficient and effective transit service. BCT must continue to work with its county and municipal partners to evolve policy in transit-supportive ways and direct transit resources to areas that have been redeveloped in transit-supportive ways.

Changes in political ideology, both locally and federally, are a threat to the continued shift toward transit-supportive policies. While BCT cannot influence election outcomes, it can continue to educate decision makers, stakeholders, and the public on the benefits of transit and the nexus between land use and transit supportiveness.

Organizational Assessment

BCT's organizational structure influences its ability to manage the system, serve the needs of its customers, and respond to shifting trends. Per FDOT guidance, the organizational assessment reviews the overall structure and governance of BCT, its primary responsibilities and roles in the community, and the distribution of its staffing and resource allocation levels.

As a Broward County department, BCT is governed by the BOCC, which serves as the transit agency’s oversight board. The BOCC consists of nine commissioners elected by district in partisan elections. The BOCC appoints the county’s Chief Executive Officer, called the County Administrator in Broward County, who implements BOCC-approved programs and directs the functions of County government.

BCT operates within Broward County’s Department of Transportation. According to 2021 NTD data, BCT has a total of 1,149 full-time employees and four part-time employees. **Table 5-1** displays the number of employees per NTD category. By far the largest employee category is vehicle operators, followed by vehicle maintenance staff.

Table 5-1: BCT Staffing Levels

Employment Category	Full-Time Employees	Part-Time Employees
Vehicle Operations	853	2
Vehicle Maintenance	180	0
General Administration	100	2
Facility Maintenance	16	0

Source: NTD 2021

A peer review of staffing levels was performed to compare BCT’s staffing levels with similarly sized transit agencies identified as peers in Chapter 3. The staffing data for all agencies was obtained from the 2021 NTD, which contains the most recent data released by FTA. The peer review compares the number of full-time equivalent operations, maintenance, and administrative employees staffed by each agency, in addition to transit service statistics, such as revenue hours, revenue miles, and peak vehicles.

Because of the variability in system size among the transit agencies, full-time equivalent (FTE) data for each employee category was normalized by a corresponding transit service statistic: operations staff by revenue hours, maintenance staff by revenue miles, and administrative staff by peak vehicles. **Table 5-2** and **Table 5-3** show the performance statistics and staffing levels for BCT and its eight peer transit agencies.

Table 5-2: BCT Staffing Level Peer Review

Transit Agency	Revenue Hours	Revenue Miles	Peak Vehicles	Operations Employees	Maintenance Employees	Administrative Employees
BCT	1,062,034	13,706,581	278	853	196	100
VTA	1,044,611	12,086,143	319	1,176	549	138
VIA	1,517,887	21,263,294	503	1,127.5	407.9	248.4
SORTA	721,124	9,442,905	286	609	212	115
PalmTran	457,333	6,772,825	118	350	92	77
OCTA	776,409	8,886,949	180	717.4	184.4	136.4
MDT	1,683,016	22,476,550	592	1,920.8	926.1	345.2
LYNX	1,064,873	14,540,639	246	809	254	198
GCRTA	1,035,833	12,404,462	213	1,165.0	607.0	248.0
Average	1,037,636	13,484,221	307	970	381	178
<i>Standard Deviation</i>	<i>358,027</i>	<i>5,035,059</i>	<i>144</i>	<i>425</i>	<i>253</i>	<i>83</i>

Source: NTD 2021

Table 5-3: BCT Staffing Versus Peer System Staffing

Employee Category	Employee FTEs	Operational Characteristic	FTE per Operational Characteristic
Operations			
BCT	853	1,062,034 Rev Hours	8.03 FTE/10k Rev Hr.
Peer System Average	970	1,037,636 Rev Hours	9.35 FTE/10k Rev Hr.
Maintenance			
BCT	196	13,706,581 Rev Miles	1.43 FTE/100k Rev Mi.
Peer System Average	381	13,484,221 Rev Miles	2.83 FTE/100k Rev Mi.
Administration			
BCT	100	278 VOMS	3.60 FTE/10 Peak Veh.
Peer System Average	178	307 VOMS	5.80 FTE/10 Peak Veh.

To reach the same staffing level ratio per performance measure based on the peer average, BCT would need to add 117 operations employees, 185 maintenance employees, and 78 administrative employees. Based on current levels of BCT service, BCT is understaffed in all employee categories when compared to its peers. As BCT prepares to implement the PREMO plan, it should add staff to accommodate the increased workload. It is imperative that BCT work with County officials to address the staffing shortfall and identify strategies to increase staffing levels.

Of note, within the operations employee category, a shortage of transit operators is well documented across the country and is affecting BCT’s ability to recruit operators. The shortage has been caused by numerous factors such as large numbers of retiring operators, a lack of commercial driver’s license (CDL) training programs, low pay (especially when compared to similar types of jobs), and increased safety and security concerns. BCT recently renegotiated its contract with operators and mechanics. The renegotiated contract includes a pay raise for operators, which is anticipated to help BCT recruit new staff and retain current staff.

Implications | The organizational assessment shows that BCT is far understaffed compared with its peer agencies. In the previous TDP, completed in 2018, the shortfall gap for operations, maintenance, and administrative employees was 31, 56, and one, meaning the staffing difference to peer agencies has significantly increased in difference over the past five years. While some peers were selected due to their current similarity to BCT, some were chosen as aspirational peers as they are already operating the types of premium modes that BCT is intending to add in the future. The mix of modes does impact staffing levels. For example, primarily fixed-route bus systems need fewer employees than fixed-route bus and commuter rail mixed systems. With Broward County’s comparatively fewer employees and goals to expand into more premium services, steps should be taken to address staffing levels.

Technology/Innovation

BCT has pursued the funding and implementation of various emerging technologies into the operations of the transit system. Some of the major technology and innovation efforts accomplished and started since the last TDP Major Update include:

- Completing construction for the Powerline Road median and bus only signal.
- Testing phase for the Broward Breeze Transit Signal Priority (TSP) System was implemented, but the Broward Breeze service was paused due to the COVID pandemic and has not been reimplemented.
- Installing electric bus depot chargers with an overhead solar canopy at the Ravenswood Transit Facility.
- Providing public Wi-Fi to customers on all buses. All new buses are ordered with Wi-Fi.
- Installing ionizers on all community shuttles in response to the COVID-19 pandemic. All new buses are ordered with ionizers.
- Continued integration of electric buses into the fleet as well as constructing associated charging ports.
- Continued coordination with FDOT on the testing of queue jumper technology at select intersections on Sample Road.
- BCT added a mobile ticketing app in FY 2019.

BCT continues to pursue technology upgrades and has identified several more improvements for future implementation. Of significance for BCT is the aim to transition its fixed route bus fleet to electric by 2035. Currently, the federal government is incentivizing investment in low- and no-emission alternative-fuel technologies through competitive grant programs. BCT should continue to pursue federal grants to support its pursuit of a fully electric fleet by 2035. As with all federal

funding, changes in administrations can affect funding opportunities, which could affect BCT's ability to achieve this goal.

Implications | As noted in the public involvement materials, technology upgrades that are customer-facing are of great importance to improving customer satisfaction. Recent investments such as those related to Wi-Fi on buses, a new mobile ticketing app, and ionizers are an important step toward improving the customer experience. As regional coordination is becoming increasingly more important, BCT should work with its neighboring transit agencies (i.e., Palm Tran, MDT, and Tri-Rail) to integrate user interfaces into a more seamless experience for customers transferring between systems.

BCT's investments in technology that improve service performance such as queue jumpers, TSP, and bus only signals are vital. As on-time performance is one of the top requested improvements from the on-board survey, these service-related technology investments should be continued.

Government Policy

BCT complies with a myriad of federal, state, and local requirements related to the delivery of transit services. The goals of some of these policies are directly aimed at transit such as improving transit safety through driver alcohol and drug testing policies. The goals of other policies are less related to improving transit services but are focused on other outcomes such as economic development. For example, federal Buy America provisions require transit agencies to purchase vehicles from US-based manufacturers.

BCT is affected by policies not only directly related to transportation, but also related to land use, housing, taxes, and more. Some of these policies can shift development patterns in a transit supportive direction over the long term. For example, at the state level, policies require long-term comprehensive planning efforts to specify how the local government will discourage sprawl development, a particularly tricky development pattern for transit agencies to serve. Other policies require short-term changes, such as what occurred during the COVID-19 pandemic, during which states of emergency were declared and stay-at-home orders were given. BCT was greatly affected by the reduction in customers over the course of the pandemic and has still not returned to pre-pandemic ridership levels.

As noted in Appendix D, many of Broward County's and its municipalities' plans are attempting to shift development patterns toward higher density residential and complementary land uses. Despite these policies, the County is still primarily low residential density outside of major activity centers. BCT's investment in premium transit modes may assist in reinforcing these development trends by attracting higher density residential development near transit stations.

Implications | At present, most government policies, no matter the level of government, provide support for transit service. Despite the supportive nature of these policies, the pace of change is

slow when it comes to land use. Policies are not the only determinant of development patterns; the market also influences what developers build as developers need to sell/rent their residential products. Through all of this, BCT must be diligent in working with local decision makers so that they understand the interrelatedness of transit and land use and continue to enact policies that support transit. In a county such as Broward with 31 different municipalities, this effort requires constant attention and effort. BCT must also make investments, such as those recommended in PREMO, that attract developers to invest in higher density residential development.

Funding

BCT has added a major source of funding since the last TDP Major Update in 2018 with the Transportation Surtax, passed by voter referendum on November 6, 2018. This 30-year, one percent increase in sales tax brought is projected to generate over \$500 million in funding for transportation projects in FY 2024 according to Broward County's adopted FY 2024 capital budget. One of the main goals of the surtax, dubbed the Mobility Advancement Program (MAP), is to enhance transit services by incorporating full funding for existing municipal Community Shuttles and new expanded services, full funding for high-demand, specialized transportation services for persons with disabling conditions and creating a more reliable, responsive, and accessible transit system.

MAP funding has been used to fund the PREMO plan and forthcoming projects, purchase electric buses, improve bus shelters and bus stops, acquire land for the future transit center construction, fund the Transit Systemwide Study, and fund the municipal Community Shuttle program. Additionally, BCT received \$7.8 million in grant funding from the Florida Department of Environmental Protection toward the purchase of 26 new electric transit buses through the Electric Transit Bus Project and \$17 million from the FTA under its Grants for Buses and Bus Facilities program to rehabilitate and reconstruct several outdated buildings at BCT's Copans Road Operations and Maintenance Facility.

Several grants have been released to improve transit systems, targeting projects related to infrastructure, emissions, and more. BCT will continue to pursue these competitive grants as applicable.

Implications | While the surtax provides a reliable and robust funding source for transit improvements, the increase in inflation rates will impact the buying power of these funds over time. Careful planning to understand how far these funds can be stretched will be necessary. BCT will continue to seek further funding through grants as available to support improvements outlined in the PREMO plan, recommendations made in this TDP, and maintaining a state of good repair. BCT will be able to leverage Transportation Surtax funding as a local match to effectively compete for federal funding to achieve the vision and goals of the transit agency.

Asset Management

The federal Transit Asset Management (TAM) rule was published in July 2016. It is intended to assist transit agencies in maintaining their assets in a state of good repair. The TAM rule requires transit providers that receive federal financial assistance to develop a TAM plan. BCT’s TAM plan must include an inventory of assets (e.g., rolling stock, equipment, facilities, etc.), a condition assessment of assets, a decision support tool, and a prioritization of investments. BCT published its first TAM Plan in 2018 and submitted an updated TAM plan in October 2022.

In the 2022 TAM plan, 0% of BCT’s revenue fleet exceeded its useful life although some of its non-revenue vehicles did. As for facilities, the Copans Bus Garage and Maintenance Facility received a 3.0 (Adequate) rating while the Ravenswood Bus Garage and Maintenance Facility received a 4.0 (Good) rating on a 5.0-point scale. For BCT’s four customer facilities, the Broward Terminal in Fort Lauderdale received a 3.0 (Adequate), the West Regional Terminal and Northeast Transit Center received a 4.0 (Good), and the new Lauderhill Mall Transit Center received a 5.0 (Excellent).

Implications | BCT must continue to complete regular updates to its TAM plan to remain in compliance with federal requirements. BCT has successfully maintained a passenger fleet that meets the state of good repair. For facilities, there are two that should be monitored and considered for updates in the near future: Copans Bus Garage and Maintenance Facility and the Broward Terminal. These facilities are the lowest rated in BCT’s network and, therefore, the most likely to need repairs to maintain a state of good repair.

Regional Coordination

BCT operates in a region with a robust network of public transportation providers. As such, it is imperative that there is regular coordination among these agencies. BCT regularly coordinates with other transit agencies including SFRTA/Tri-Rail, MDT, and Palm Tran. It participates in numerous committees that facilitate coordination.

BCT is a regular participant in meetings convened by FDOT related to express bus services. It participates in the region’s Planning Technical Advisory Committee, hosted by SFRTA/Tri-Rail, whose members include representatives from the following organizations:

- BCT
- Broward MPO
- FDOT, District IV
- FDOT, District VI
- Miami-Dade Transportation & Public Works/MDT
- Miami-Dade Transportation Planning Organization (TPO)
- Palm Tran

- Palm Beach Transportation Planning Agency (TPA)
- SFRTA/Tri-Rail
- South Florida Regional Planning Council (RPC)
- Treasure Coast RPC

BCT representatives participate in the Southeast Florida Transportation Council’s (SEFTC) Regional Transportation Technical Advisory Committee (RTTAC), a formal partnership of the Miami-Dade, Broward and Palm Beach MPOs. The purpose of the committee is to coordinate regional transportation planning for all travel modes. Members of this committee include the following:

- BCT
- Broward MPO
- FDOT, District IV
- FDOT, District VI
- Florida Turnpike Enterprise
- Miami-Dade Expressway Authority
- Miami-Dade Transportation & Public Works/MDT
- Miami-Dade TPO
- Palm Tran
- Palm Beach TPA
- SFRTA/Tri-Rail
- South Florida RPC
- Treasure Coast RPC

BCT also presents regular updates to partner agencies and county committees such as:

- Broward MPO Board of Directors, Technical Advisory Committee, Citizens’ Advisory Committee, and Transportation Disadvantaged Local Coordinating Board
- Broward County Bicycle and Pedestrian Advisory Committee
- Broward County Central County Community Advisory Board
- Broward League of Cities
- Broward Workshop

For example, each of these agencies was contacted regarding a presentation for this TDP effort.

Implications | All of these coordination activities assist BCT with staying informed on partner agency activities as well as keeping others informed of BCT activities. By staying informed, BCT can leverage opportunities when activities align with its partners; it can also avoid duplication of efforts by sharing information. It is imperative that regional coordination not evolve into a

performative exercise. BCT must continue to work with its partners to improve the transit experience across the region.

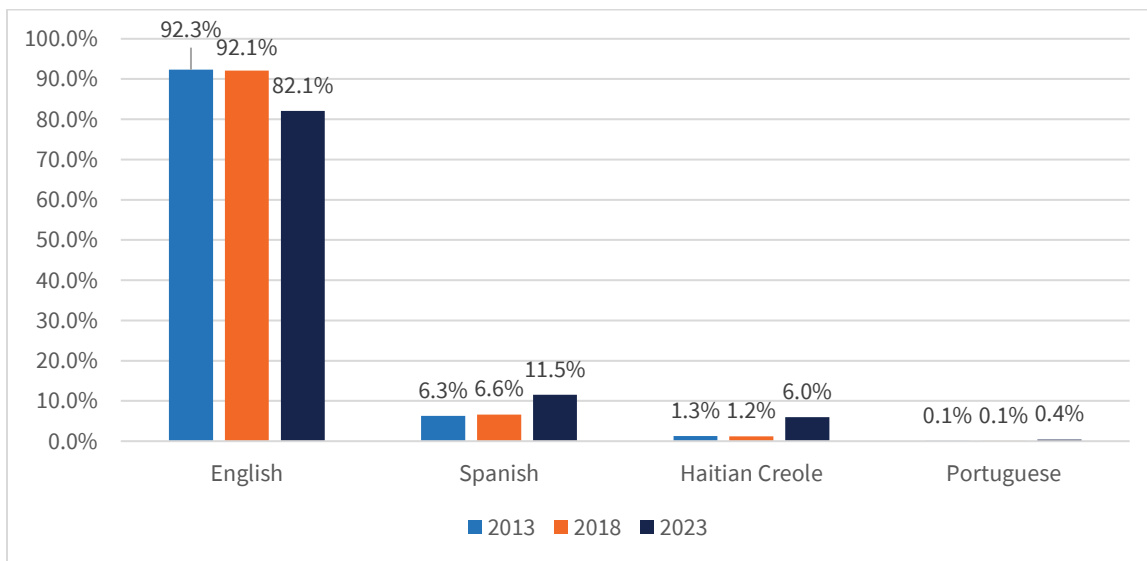
Community Feedback

Overall, community feedback on BCT was positive as documented in Chapter 4. BCT customers gave BCT a net promoter score of 29, which is a very strong score. Comments from customers during public meetings were positive. Most comments are related to improving the customer experience and adding service. With the passage of the Transportation Surtax and approval of the PREMO plan, BCT is able to move forward with many improvements to the system.

The full results of the 2023 on-board survey are documented in the Existing Conditions chapter and Appendix B. As part of the situation appraisal chapter, a trend analysis of customer demographics was conducted from the on-board surveys completed in 2023, 2018 and 2013. Demographic trends are particularly helpful in the post-COVID environment.

In **Figure 5-1**, the first dataset is related to respondents’ choice of language in which to complete the survey. Surveys were available in four different languages so respondents could choose which survey they used. While 2013 and 2018 rates were similar, the number of surveys completed in English dropped by 10 percentage points in 2023 as compared to the prior two datasets. Most of that drop is seen in an increase in Spanish and Haitian Creole surveys.

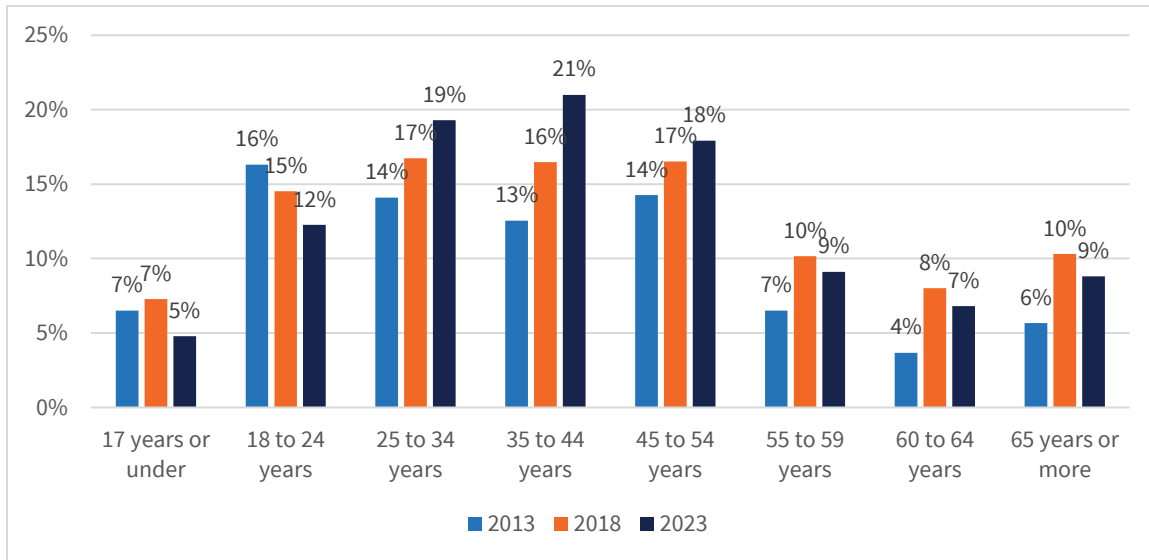
Figure 5-1: Survey Language



The second dataset is related to the age of respondents. Overall, respondents in the youngest and oldest age groups declined while those between 25 and 54 years old increased in 2023. It should be noted that the number of Broward County residents over the age of 65 is increasing which contrasts with the BCT ridership trend. A decline in older customers may be related to lingering

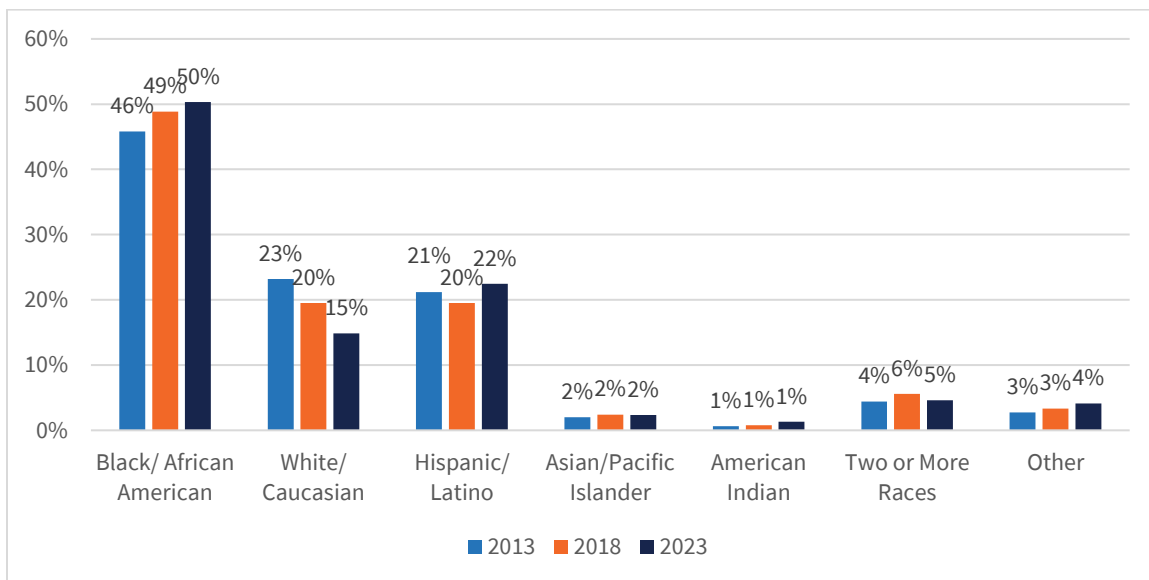
concerns over air-borne illness spreading in confined spaces. As work-related trips are the backbone of BCT’s ridership, the increase in percentage of work-age customers is positive for increased ridership growth.

Figure 5-2: Age



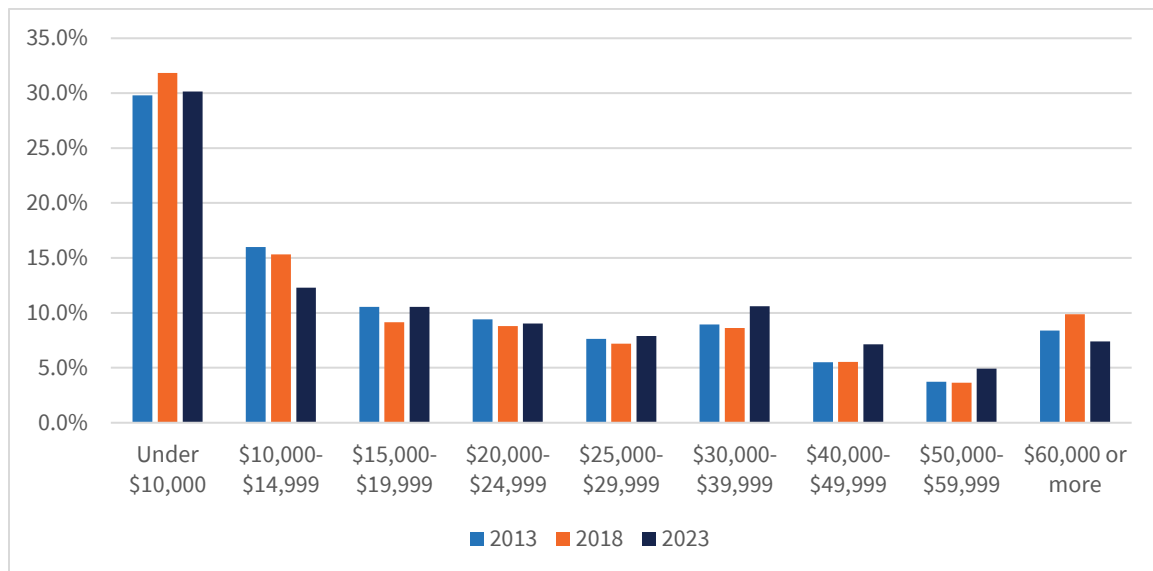
In 2023, the percentage of respondents who identified as Black/African American increased to over 50% while the percentage of White/Caucasian respondents dropped. The percentages of other ethnic origins stayed relatively stable over the ten-year period. When compared to Broward County population, the split between Black/African American, White/Caucasian and Hispanic residents are fairly similar with each being just under a third of the total population.

Figure 5-3: Ethnic Origin



Annual household income continued to indicate that Broward County’s most impoverished residents rely on BCT services. The largest cohort is found in the under \$10,000 annual income category. Generally, the cohorts remained relatively stable over time.

Figure 5-4: Annual Household Income



Implications | The demographic trends in the on-board survey may influence the way in which BCT continues to provide service. For example, given the decline in older customers, perhaps a special marketing campaign related to the safety precautions being taken on the buses related to the spread of disease should be conducted. When studying fare increases or setting fare policy for the new modes presented in the PREMO plan, BCT should consider the financial strain those costs may have on customers.

06

Chapter 06

Goals & Objectives

06 Goals & Objectives

The determination of goals, objectives, measurements, and targets for a transit agency is a fundamental, and critical, step in the preparation of a TDP. Not only is it a requirement of the TDP rule, but it establishes a framework within which the agency can pursue its vision over time. It also ensures alignment among BCT staff to ensure they are all working toward the same priorities. BCT developed its goals in consultation with the ARC and Executive Team.

Definitions

In developing goals and objectives, or even modifying existing ones, it is beneficial to consider the definitions of these items to ensure that they are prepared in an appropriate manner.

- **Goal** | A long-term end toward which programs or activities are ultimately directed.
- **Objective** | A specific, measurable, intermediate end that is achievable and allows measurement of progress toward a goal.
- **Action** | The actual initiative undertaken to reach a given goal or objective.
- **Measurement** | A metric to assess the level of achievement of a goal or objective.
- **Target** | The specific level of achievement required to attain a certain goal or objective, according to its respective performance measure.

BCT Mission Statement

Broward County Transit's mission is to provide safe and reliable transportation solutions that link people, connect communities, support employment and contribute to the overall economic growth of our region.

Consistency with Other Plans and Policies

This list of goals has been aligned with other transit-related policies and plans for consistency with Broward County's broader transportation goals. These policies and plans include Broward County's Operating Budget, Broward County's Comprehensive Plan, BCT's PREMO plan, the Broward MPO's Metropolitan Transportation Plan (MTP), and BCT's Public Transportation Agency Safety Plan (PTASP) as well as input received from Broward County residents and BCT current and future customers through BCT's many outreach activities.

More specifically, goals from four (4) sources were reviewed as a basis for preparing the TDP goals: BCT's 2018 TDP, BCT's PREMO plan, Broward MPO's Road to 2050 MTP, which serves as the county's LRTP, and BCT's PTASP. The goals for each of these plans are provided below.

Goals | Broward County Transit Development Plan (2018)

1. Promoting economic development and livability through transit investments
2. Making BCT a transportation provider of choice for current and potential customers
3. Achieving financial stability and efficiency
4. Developing a BCT workforce that is highly qualified, efficient, productive, and dedicated to safety, security, and customer service excellence
5. Implementing a capital program plan to maintain State of Good Repair and introduce new technologies

Goals | Broward County Transit PREMO Plan

1. Improve Mobility for All
2. Implement Equitable Transit Solutions
3. Integrate with and Serve Communities
4. Enhance Economic Development and Ensure Financial Sustainability
5. Improve Safety and Security, Ensure Environmental Stewardship

Goals | Road to 2050 MTP

1. Safely Move People & Goods | Provide a safe and reliable transportation system for all users.
2. Create Jobs | Support economic development and prosperity through transportation investments that improve access to key employment centers and advance the region's competitiveness.
3. Foster Resilient Communities | Enhance communities and lives by promoting a resilient, accessible, and balanced transportation system.

Goals | Broward County Transit Public Transportation Agency Safety Plan

1. Achieve a high standard of safety in all areas of the transportation system.
2. Develop and implement a comprehensive, systematic, and coordinated Safety Management System (SMS) to identify, assess, and control safety hazards.
3. Develop and maintain a high level of safety awareness among employees through pre-employment screening, systematic training and testing, and employee communication programs.
4. Establish and maintain safety standards for contract service operators and ensure compliance.
5. Ensure that system safety is integrated with daily operations through operational standards and procedures, vehicle maintenance, inspections, recordkeeping, audits, quality assurance and quality control.
6. Ensure that all vehicles and equipment operated by the agency meet established safety standards.

7. Maintain a formal process for event investigation, emergency preparedness and response, and handling security threats.
8. Ensure a drug free workplace.
9. Comply with all regulatory requirements including Florida Administrative Code Chapter 14-90.

In reviewing these previously developed goals, common themes were identified. These themes are noted in **Table 6-1** as they are found in each of the goal sets. One of the philosophies followed in developing the TDP goals was to incorporate each of these themes into the new goals.

Table 6-1: Common Themes Among Goals

Topic	2018 TDP Goals	PREMO Goals	Road to 2050 (LRTP) Goals	PTASP Goals
Economic Development	✓	✓	✓	
Improved Service	✓	✓		
Financial Responsibility	✓	✓		
Great Workforce	✓			
State of Good Repair	✓			
Equity		✓	✓	
Safety and Security		✓	✓	✓
Environment/Resiliency		✓	✓	

Goals

The updated goals for BCT remain focused on five (5) interrelated policy areas important to the effective operation of a transit system:

1. Improve Safety and Security
2. Improve Mobility for All and Implement Equitable Transit Solutions
3. Strive to be an Employer of Choice
4. Ensure Resiliency and Maintain a State of Good Repair
5. Support Economic Development and Ensure Financial Stability

The goals and policy objectives presented herein reflect the strategic focus of BCT in its TDP process and are deliberately designed to address the broad concepts of transit system operation.

Consequently, the policy objectives and related actions range in their level of specificity. It is envisioned that these goals and objectives, and accompanying actions, will provide the framework with which BCT can continue to grow, develop, and operate its various transit services so that they will continue to benefit BCT’s current and potential customers.

In the following sections, each goal is enhanced with objectives, action items, measurements, and targets. Efforts were made to ensure the performance measures and targets aligned with those set by the Broward MPO.

Goal 1 | Improve Safety and Security

As with all transportation services, safety and security is of utmost importance. This goal ensures BCT’s focus on the safety and security of its customers and employees.

Table 6-2: Goal 1 | Objectives, Actions, Measurement, and Targets

Goal 1 Improve Safety and Security			
Objective	Action	Measurement	Target
1.1 Reduce Safety Events and Transit Worker Assaults	1.1.1 Implement Pedestrian Collision Avoidance System	Safety Events Per 100,000 Miles	Decrease by 5%
	1.1.2 Semi-Annual Security Campaign	Transit Worker Assaults	Decrease by 5%
	1.1.3 Pro-Active and Ongoing Law Enforcement Engagement		

Goal 2 | Improve Mobility for All and Implement Equitable Transit Solutions

This goal focuses on mobility benefits for all transportation users, with an emphasis on public transit as a sustainable and efficient transportation system. All Broward County residents, workers, and visitors should have access to a safe and reliable public transportation option, service which is accessible and affordable, and equitable connections for transit dependent populations or underrepresented communities.

Table 6-3: Goal 2 | Objectives, Actions, Measurement, and Targets

Goal 2 Improve Mobility for All and Implement Equitable Transit Solutions			
Objective	Action	Measurement	Target
2.1 Grow Transit Use and Increase Market Share	2.2.1 Provide Transit Services That Meet Customer Demand by Investing in Projects That Improve Service and Infrastructure	Progress towards the next phase in PREMO and COA	Meet NEPA requirements
		Infrastructure improvements	*Implementation of COA recommendations **50 stop improvements annually
	2.2.2 Improve the Customer Experience, Attract New Riders, And Improve Customer Satisfaction	Outreach/Presentations	Ridership

Goal 2 Improve Mobility for All and Implement Equitable Transit Solutions			
		Survey	Customer satisfaction survey to increase Net Promoter Score annually

**Only in the first five (5) years*

*** This includes shelters, ADA improvements, and bus stop signs*

****Based on Pre-Covid ridership levels*

Goal 3 | Strive to be an Employer of Choice

BCT is dedicated to being a visionary employer that continues to hold its staff to the highest standards. BCT seeks a prolific, productive, and vigilant workforce. It is important for BCT to continue to develop a culture of accountability for all levels of employment and support its employees in their growth and development.

Table 6-4: Goal 3 | Objectives, Actions, Measurement, and Targets

Goal 3 Strive to be an Employer of Choice			
Objective	Action	Measurement	Target
3.1 Attract and Retain a Diverse Workforce	3.1.1 Participate in Job/Career Outreach Events	Events	Participate in/host two (2) career events annually
	3.1.2 Conduct Employee Survey	Survey	Conduct annual employee satisfaction survey

Goal 4 | Ensure Resiliency and Maintain a State of Good Repair

BCT is dedicated to ensuring the resiliency of its assets and operations as well as supporting the resiliency of Broward County. By reducing emissions and maintaining vehicles in a state of good repair, BCT can support the resiliency of Broward County.

Table 6-5: Goal 4 | Objectives, Actions, Measurement, and Targets

Goal 4 Ensure Resiliency and Maintain a State of Good Repair			
Objective	Action	Measurement	Target
4.1 Practice and Promote Environmental Sustainability as a Culture	4.1.1 Increase No/Low Emission Vehicles in BCT Fleet Such as Electric and Sustainable Propane	Vehicles	*Increase no/low emission vehicles by 3% annually

**This is predicated on availability of funding and vehicles*

Goal 5 | Support Economic Development and Ensure Financial Stability

This goal seeks to implement cost-effective transit services while providing an overall high level of quality service, improved access, and connectivity to employment areas and population centers. This goal also seeks to promote and enhance economic development activities within Broward County. It seeks to promote BCT as a steward for the transit referendum funds.

Table 6-6: Goal 5 | Objectives, Actions, Measurements, and Targets

Goal 5 Support Economic Development and Ensure Financial Stability			
Objective	Action	Measurement	Target
5.1 Ensure Efficiency for Services Provided	5.1.1 Monitor Low-Performing Routes and Create a Performance Improvement Plan	Passengers Per Revenue Hour	Find Alternatives

Performance Monitoring

BCT will evaluate its progress toward meeting the targets noted previously annually. The results of this performance monitoring will be published in its Annual Progress Report. BCT reports both the measure as compared to the target as well as whether or not the agency met the goal.

Chapter 07

Alternatives Evaluation

07 Alternatives Evaluation

Based on the current operating conditions in Broward County, a review of post-pandemic ridership recovery, and public input received over the last several years, BCT has evaluated alternatives for incorporation into the TDP implementation plan.

This chapter is divided into three sections:

- **Alternatives Development and Evaluation** | Identifies how BCT developed and evaluated alternative improvements.
- **Transit Improvements** | Provides recommended improvements to service, infrastructure, technology, and plans and policies.
- **Ridership Projections** | Projects ridership levels on the proposed transit network.

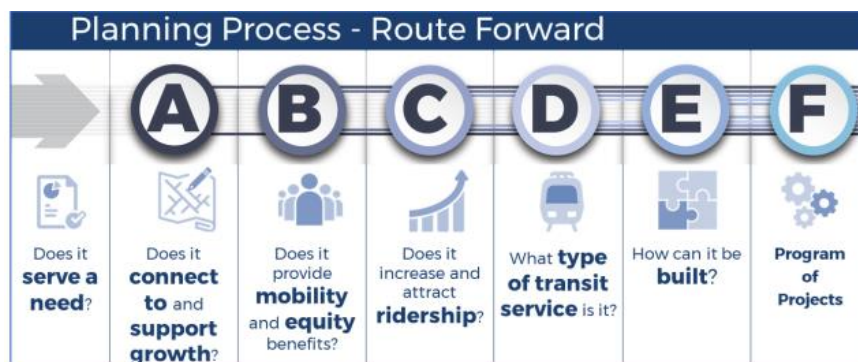
Alternatives Development and Evaluation

On November 6, 2018, after BCT’s last TDP Major Update was produced, Broward County voters passed a sales tax referendum to fund transportation improvements. As a result of the surtax, MAP Broward was established as the 30-year transportation surtax program of Broward County, which provides for improvements to roads, bridges, sidewalks, transit, safety projects, and more.

In support of MAP Broward, BCT has undertaken two major initiatives, discussed in detail below, aimed at developing and evaluating alternatives for service implementation.

Premium Mobility Plan or PREMO | Approved by the Broward BOCC on June 13, 2023, PREMO defined a network of high-capacity transit projects aimed at increasing ridership and enhancing economic development. As shown in **Figure 7-1**, PREMO used a six-step evaluation process to identify corridors for premium transit service. Step A reviewed corridors across Broward County to determine a list of initial corridors for analysis. These initial 20 corridors were selected for their ability to connect and support Broward’s future growth.

Figure 7-1: PREMO Corridor Evaluation Process



Corridors advancing to Step B underwent a robust analysis related to their ability to provide mobility and equity benefits. Metrics used in Step B included bicycle connections, pedestrian connections, regional connectivity, existing corridor capacity and congestion, future corridor capacity and congestion, equity and transit dependent populations (as identified by characteristics such as race, income, access to vehicles, etc.), access to jobs, access to activity centers, and access to affordable housing. Based on the scoring from these metrics and the result of a public survey, a shortlisted set of 15 corridors moved to Step C evaluation.

Under Step C, mode-neutral ridership projections were produced for every corridor using the Simplified-Trips-on-Project Software (STOPS) model developed by FTA. To ensure corridors were evaluated on a level playing field, ridership projections were produced for each corridor using the same mode factor assumptions in the model. Metrics used to compare corridors included opening day total daily transit trips, opening day total daily transit dependent trips, and opening day total new daily transit trips. In addition to these ridership projections, Step C's fourth metric was an analysis of preliminary FTA Cost-Effectiveness Assessments. Based on the cost-effectiveness assessments, corridors were evaluated for mode assignment.

Under Step D, further analysis was conducted to assign modes to corridors. Ridership projections were developed for each corridor using preliminary mode assignments based on the results of Step C. Using model ridership projections, PREMO used FTA Capital Investment Grant (CIG) Project Rating Guidelines to assist in mode assignment. Using these more detailed ridership modeling projections and the CIG Project Ratings, corridors were evaluated to move into Step E.

Step E defined projects for implementation. Project definitions included a pairing of recommended corridor and mode. Step E used four steps to define projects:

- Identification of viable alignment options for each shortlisted corridor and recommended transit type;
- Validation of the project recommendations by evaluating the forecasted top performing ridership segments;
- Validation of alignment concepts by reviewing the feasibility to construct the alignment concept; and
- Refinement of project sketch-level cost estimates based on the preferred project concept and its performance against FTA CIG guidelines.

Step F included the development of an implementation plan providing corridor, project extents, cost information, and date of implementation.

The PREMO effort serves as the alternative development and evaluation process for BCT's premium service network for the purposes of the TDP. For more information on the PREMO alternatives evaluation process, see the PREMO report (www.broward.org/BCT/PREMO). The implementation and

financial plans developed through PREMO are incorporated directly into the TDP’s implementation and financial plans.

Comprehensive Operations Analysis (COA) / System Optimization (SO) | The second step in BCT’s alternative development and evaluation process is the COA/SO. According to the TDP completed in 2018, the COA was originally slated to begin prior to this TDP Major Update. That timing would have allowed BCT to incorporate the COA’s recommendations into this TDP Major Update, but the COVID-19 pandemic delayed the COA. BCT did not want to start the COA until post-pandemic ridership patterns had normalized to some degree. Since the pandemic created permanent shifts in ridership, BCT added the SO effort to the COA.

Recently kicked off, the COA/SO will assess the expansion of fixed route, Community Shuttle and express services, the integration of PREMO into the existing network, incorporation of Mobility on Demand (MOD) options, and recommendations for operational improvements in the near-, mid-, and long-term to grow ridership. Recommendations are expected to include modernizing the route network based on projected demand; evaluations on how to increase annual ridership; updates to BCT’s internal service standards and performance criteria for optimal network performance; and identifying operation or systematic inefficiencies and providing solutions.

The COA/SO will serve as the alternative development and evaluation for the rest of the BCT network beyond PREMO. The types of improvements that will be incorporated into the system are noted in this chapter, but the exact corridors for improvement will be identified through the COA/SO. For example, BCT is committed to increasing frequency on local bus routes in the next 10 years, but the determination of which routes will be improved is set to be determined in the COA/SO. The implementation and financial plans determined by the COA/SO will be incorporated into BCT’s Annual Progress Report.

Transit Improvements

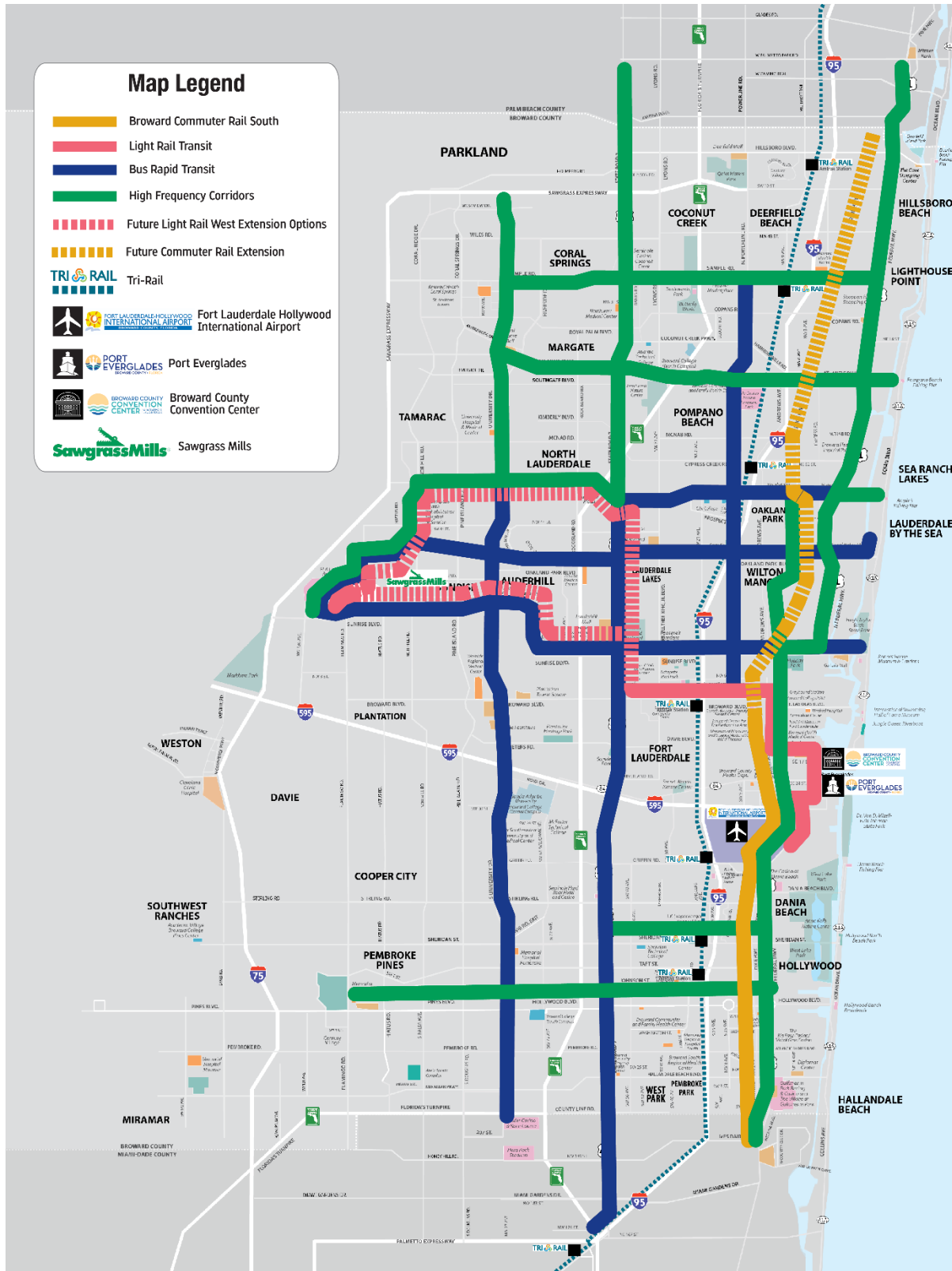
The following section details BCT’s planned improvements in four areas: service, infrastructure, technology, and plans and policies. As noted previously, PREMO and COA/SO are providing input to the TDP in terms of service and infrastructure improvements.

Services

Premium Transit Service

The PREMO study recommended several new transit modes: Broward Commuter Rail (BCR), light rail transit (LRT), bus rapid transit (BRT) and high frequency bus (HFB). **Map 7-1** provides a visual

Map 7-1: PREMO Map



of these improvements. (Note: **Figure 7-1** includes all PREMO improvements although only a subset of them fall within the TDP 10-year planning horizon.) Described below are more details on the premium services planned to be operational within the 10-year planning horizon of this TDP.

- BCR South is an 11.5-mile service connecting Broward and Miami-Dade counties. Three stations are planned for Broward County: Hollywood, Fort Lauderdale-Hollywood International Airport, and Fort Lauderdale.
- The Airport-Seaport-Convention Center LRT is a 3.5-mile segment connecting Fort Lauderdale-Hollywood International Airport and Port Everglades and the Broward County Convention Center. Additionally, a planned extension would take the LRT into downtown Fort Lauderdale.
- BRT services are planned on Oakland Park Boulevard, SR 7 South, and Powerline Road.
 - The Oakland Park BRT is a 15-mile segment with 16 stations connecting activity centers on A1A and Sawgrass Mills Mall.
 - The US 441/SR 7 BRT has 16 stations on a 15-mile segment from Commercial Boulevard to County Line Road.
 - The Powerline Road BRT runs between Broward Boulevard and Sample Road, which is about 10.5 miles, and would have 10 stations.
- New HFB corridors are planned on Sample Road, Hollywood Boulevard, US 1/Federal Highway South, US 1/Federal Highway North, Atlantic Boulevard, Sheridan Street, and Dixie Highway.

There are further PREMO improvements planned, but they fall outside of the planning horizon for the TDP and therefore noted in the 30-year vision documented in Chapter 8.

Local Bus, Breeze, and Express Service Expansion

Following dramatic dips in ridership during the COVID-19 pandemic, BCT has seen a consistent increase in ridership, moving toward pre-pandemic levels. With initiatives in play that look to increase transit ridership, BCT will need to anticipate increased demand and answer the needs of Broward County residents, workers, and visitors. Data, public feedback, and previous plans, such as the Transportation Surtax Plan, support the goal of implementing new and expanded local bus services.

Following the completion of the COA/SO, BCT will move forward with planned service improvements. These improvements could include new routes, new modes of service, realignment or extension of routes, weekday and weekend frequency increases on routes, and service span increases. It is anticipated that the improvements will be carried out over time with approximately a 2% increase in revenue hours annually, but the COA/SO will document these improvements in a more detailed manner.

Community Shuttle Program

BCT will look to continue partnerships with municipalities currently utilizing the Community Shuttle Program (CSP), increase service in existing municipalities, and expand to additional municipalities. BCT will fund the costs associated with operations, maintenance, and bus purchases, in addition to technical staff support and assistance, while the partner municipality will be responsible for the operation of the service.

The COA/SO will make recommendations related to service characteristics or routing, which will be implemented in consultation with partner municipalities. These recommendations could include new routes, realignment or extension of routes, weekday and weekend frequency increases on routes, and service span increases.

TOPS! Paratransit Service

As the population continues to grow, demand for TOPS! services is expected to increase. In particular, the percentage of the community that is age 65 or older has increased from 15% in 2015 to 17% in 2021. As demand increases, TOPS! will continue to grow this service to serve the needs of the community.

Community Microtransit Program

One of many emerging technologies impacting the transit sector, microtransit services can provide a public transit option and access for customers in locations where demand for fixed route service would not be efficient or effective. Although microtransit is a viable opportunity to increase mobility, at some point there will be diminished efficiency and increased costs to the transit agency. Using technology like an on-demand ride hailing app, microtransit can provide desirable door-to-door services in smaller-capacity vehicles. BCT has identified five (5) community service zones to pilot a “turnkey” microtransit solution:

1. Town of Hillsboro Beach
2. Broward Municipal Service District (BMSD) – Central County
3. BMSD - Broadview
4. City of West Park
5. City of Hollywood

These pilot service zones have been identified as having documented customer needs; however, characteristics of the communities, such as population density, street grid connectivity, and availability of employment opportunities, make these areas ideal candidates for a more flexible service to provide public transit access to area residents and visitors.

Late Shift Connect Program

BCT launched this program in August 2022 in response to community feedback. BCT identified several workforce industries as having demand for late night shifts including healthcare, hospitality, shipping/logistics, transportation, and security. BCT developed the Late Shift Connect Program (LSCP) through BCT's CabConnect Program. BCT will monitor this service and adjust it over the coming years to best meet demand.

Infrastructure

Vehicles

As part of the PREMO implementation plan, BCT will need to purchase rail cars for both commuter rail and LRT services. Rail cars will be purchased well in advance of operations. BCT will need to purchase new buses to support the new BRT and HFB services. It is also anticipated that local bus service will be added to the system and will require new buses. All new bus purchases will be electric vehicles.

To support current service, BCT regularly replaces buses that have reached the end of their useful life. BCT has committed to transition to a completely electric bus fleet by 2035. BCT will accomplish this by purchasing electric vehicles as it retires older diesel vehicles.

BCT also maintains a fleet of support vehicles that are used to shuttle drivers to/from in-service buses or for supervisors to observe operations. This fleet is also moving to electric vehicles.

Operations and Maintenance Facilities

As BCT expands service, it will need new or expanded operations and maintenance facilities for vehicles. With PREMO, it is anticipated that new facilities will be needed to support the maintenance and storage of LRT vehicles. The fixed route and demand response fleets are expected to expand:

- As local and express bus service is expanded additional vehicles will be needed.
- The transition to an electric fleet requires more buses because of the limited range (e.g., miles per charge) that electric buses achieve as compared to the range of diesel buses. It is anticipated that BCT will purchase 1.3 electric vehicles to replace each diesel vehicle serving local fixed routes. Breeze and express vehicles will be replaced on a one-to-one basis.
- As demand for TOPS! services increases, more vehicles will be needed to serve the additional trips.

Not only will BCT require more bus parking areas, but it will also need to invest in infrastructure to support the charging of electric vehicles. While various improvements are planned for both the Ravenswood and Copans Bus Garage and Maintenance Facilities, the need for a third maintenance facility still exists in light of growth and expansion at the existing facilities.

Bus Stops, Park and Rides, and Intermodal Centers

Bus stop improvements were mentioned during public engagement activities and will be an important item to consider for future infrastructure improvements. As services expand, traditional bus stops may be inadequate to provide the level of service BCT seeks to provide to residents, workers, and visitors in Broward County. To broadly serve clientele, BCT will consider thoughtful designs and placement of bus stops/stations (especially accommodating BRT and LRT), park and ride facilities, and intermodal centers. Current bus stops can also benefit from improvements such as shelter installations and other widely desired amenities.

Technology

Security

BCT will continue to upgrade current security systems across the entire transit system. These upgrades include the installation of new and additional cameras in buses and facilities, video storage enhancements, new access systems, and switch hardware replacement.

IT Enhancements

BCT will pursue adding a host of emerging technologies to the transit fleet and infrastructure, in addition to the continued improvement of existing IT infrastructure, such as mobile BCT apps. Additional improvements include:

- In-Bus Signage
- On-Board Contactless Payments (Credit/Debit Cards and Smartphones)
- Tablets for maintenance diagnostics
- Power Business Reporting Systems
- Radio System Digital Upgrade Analysis
- Large Monitor Enhancements
- Upgrades on End of Service Life server infrastructure
- Automated passenger counters (APCs)

Plan/Policy

TDP Annual Progress Reports

BCT will complete TDP Annual Progress Reports in compliance with the State of Florida Public Transit Block Grant (PTBG) program. These Annual Progress Reports will provide an overview of accomplishments for the previous fiscal year, updates on goals and objectives set in this plan, the implementation plan for the following 10-year period, and the financial plan for the following 10-year period. BCT will use the Progress Reports to monitor its progress as well as integrate the results of on-going studies such as the COA/SO.

Fare Analysis Study

As BCT implements PREMO recommendations, it will be necessary to identify a fare structure for the new modes: BCR, LRT, BRT and HFB. While it may be appropriate for some of these modes to have the same fare structure as the current local bus or express bus systems, it may not be appropriate for other modes. A comprehensive study will be needed to identify the appropriate fare structure.

Ridership Forecasts

The TDP rule requires that BCT provide ridership projections for the 10-year timeframe. Under the TDP rule, BCT must use the model developed by FDOT, Transit Boardings Estimation and Simulation Tool (TBEST), or have FDOT approve another model for use. Based on BCT's proposed plan to include high capacity modes and seek FTA funding, FDOT agreed to allow BCT to use FTA's STOPS model for the TDP ridership projections.

Robust ridership modeling using the same model was conducted during the PREMO study to evaluate corridors for premium modes, but further modeling was undertaken during the TDP process. The TDP modeling effort is described in detail in Appendix F. Due to the nature of the types of modeling needed for the TDP versus PREMO, the modeling efforts are different. These differences are described in detail in Appendix F.

The TDP effort provides a range of ridership projections for 10- and 30-year scenarios. To date, ridership has not returned to pre-pandemic levels on BCT's network. It is unclear if BCT is still in a post-pandemic recovery phase or if current ridership levels are the extent to which BCT will recover. Since the extent of the return-to-ridership rate is still unknown, a range of ridership projections are provided. The projections at the low end of the range assume a weak return-to-ridership rate (i.e., no post-pandemic recovery beyond what has been experienced to-date) while the projections at the high end of the range assume a strong return-to-ridership rate (i.e., post-pandemic recovery continues beyond current levels).

Table 7-1 presents the results of the STOPS ridership modeling effort for 2033 and 2053 under weak and strong return-to-ridership rates. As premium services are added into existing corridors, it is expected that there may be a drop in ridership on local bus services in these corridors. In the ten-year TDP timeframe, annual ridership is anticipated to range from 34.26 million to 51.29 million with the addition of PREMO services and improvements to current services.

Table 7-1: Ridership Projections

Service	2023 Estimates	2033 Projections	2053 Projections	10-Year Growth	30-Year Growth
Local Bus	19,561,000	16.87M to 22.98M	17.18M to 23.14M	-14% to 17%	-12% to 18%
Breeze	1,161,000			-100%	-100%
Express Bus	825,000	1.01M to 1.86M	1.35M to 2.32M	22% to 126%	63% to 182%
High Freq Bus	-	7.73M to 11.40M	9.44M to 13.54M	-	-
BRT	-	7.40M to 13.36M	13.63M to 24.36M	-	-
Rail	-	1.25M to 1.68M	8.74M to 11.25M	-	-
Total	21,547,000	34.26M to 51.29M	46.43M to 69.50M	59% to 138%	115% to 223%

08

Chapter 08

Implementation & Finance Plan

08 Implementation and Finance Plan

The final chapter provides a 10-year implementation plan and finance plan for the TDP improvements. The implementation plan indicates the timing of major system improvements while the finance plan provides an indication of capital and operating costs of the plan and a projection of potential revenues that would support the plan. As BCT conducts further planning activities including the COA/SO and annual TDP updates, it will provide updates to the implementation and finance plans in its Annual Progress Reports.

Implementation Plan

As noted previously, the COA/SO in progress will provide a guide for improvements to the current local bus, express bus, Breeze, and Community Shuttle networks. These improvements will be added to the implementation plan provided in future Annual Progress Reports. Provided below is the implementation plan for new premium services as well as a vehicle replacement plan.

Premium Services

Based on technical analysis and public input, an implementation schedule was generated for the new services under PREMO. The new service start dates for proposed BCR, LRT, BRT, and HFB are presented in **Table 8-1** for the TDP planning horizon. It should be noted that PREMO includes services that will start beyond the 10-year timeframe of the TDP. Those improvements are noted in the *Beyond the TDP* section of this chapter.

Table 8-1: Implementation Plan

Project/Corridor	Implementation Year									
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Sample Road HFB										
Hollywood Boulevard HFB										
US 1/Federal Highway South HFB										
US 1/Federal Highway North HFB										
Broward Commuter Rail										
Atlantic Boulevard HFB										
Sheridan Street HFB										
Oakland Park Boulevard BRT										
Airport-Seaport-Convention Center LRT										
Dixie Highway HFB										
SR 7/US 441 BRT										
Downtown Connection LRT										
Powerline Road BRT										

Vehicle Replacement Plan

BCT’s goal is to have a fleet exclusively comprised of electric vehicles by 2035. Currently, all BCT fleet purchases are to be zero emission buses (ZEBs). BCT has implemented a vehicle replacement plan to transition the current fleet to 100% ZEBs. In addition to the purchase of new electric buses, this transition will also consist of the gradual decommissioning of all diesel and hybrid-powered buses. Because electric vehicles currently have a shorter range than diesel vehicles before refueling is required, BCT will need more electric vehicles than diesel vehicles to provide the same levels of service. The vehicle replacement plan assumes a replacement ratio of 1 diesel to 1.33 electric vehicles for fixed route buses. Due to the differing nature of limited stop and express services, the replacement ratio is 1:1 for those services.

At the end of FY 2023, BCT’s fleet comprises 419 buses, 80 of which are hybrid or electric. By 2033, BCT’s fleet will expand to 682 buses, all of which will be electric buses except for 45 remaining diesel-powered vehicles. The remaining 45 diesel vehicles will be retired and replaced by the end of FY 2035. **Table 8-2** details the quantity of vehicle replacements by year and service types. Vehicles are divided into three categories: replacement fixed route vehicles, replacement express vehicles, and expansion vehicles. Community Shuttle vehicles were not included because they are independently owned/leased by BCT’s municipal partners.

Table 8-2: Vehicle Replacement by Year and Service Type

Year	Replacement Fixed Route		Replacement Express		Expansion	Total		
	New	Retired	New	Retired	New	New	Retired	Fleet Size
2024	53	-40			45	98	-40	471
2025	25	-19			7	32	-19	490
2026	25	-19			39	64	-19	535
2027	22	-17	5	-5	6	33	-22	546
2028			9	-9	30	30	-9	576
2029			30	-30		30	-30	576
2030	40	-30				40	-30	586
2031	80	-60			16	96	-60	622
2032	80	-60	5	-5		85	-65	642
2033	41	-31	5	-5	30	76	-36	682
10-Yr Total	366	-276	54	-54	173	584	-330	682

Infrastructure

As BCT expands service and its fleet, new storage and maintenance facilities will need to be identified. New facilities will need to include rail facilities as well as bus facilities. Current bus facilities will need to be upgraded to maintain a state of good repair.

Technology

BCT is in the process of developing a Technology Road Map to identify the timing of technology upgrades, replacements, and new investments. The Road Map will be developed to support the implementation of premium services as noted in **Table 8-1**. The Road Map is expected to be completed for inclusion in the Annual Progress Report due in 2024.

Finance Plan

The finance plan is broken down into capital and operating costs and revenues. It is important to note that the finance plan is not intended to be a budget. Approval of this plan by the BOCC does not obligate funds; the BOCC must approve BCT’s budget annually.

Capital Plan

Capital costs for FY 2024 through 2033 are approximately \$8.2 billion¹ and are detailed in **Figure 8-1** and **Table 8-3**. Highlights from the capital program include the following investments over the 10-year period:

- \$333.8 million for the Bus and Vehicle Acquisition/Replacement/Maintenance Program
- \$198.4 million for new vehicles for new service
- \$2.7 billion for new LRT infrastructure and vehicles
- \$1.1 billion for BRT/Rapid Bus infrastructure and vehicles
- \$906.8 million for new transit infrastructure such as investments that support IT, security, rehabilitate and improve maintenance facilities, neighborhood transit centers (NTC), additional shelters at bus stops, park and ride lots, and land purchases
- \$38.9 million for existing Community Shuttle vehicle replacements and bus stop improvements
- \$2.4 billion transfer to the transit operating fund

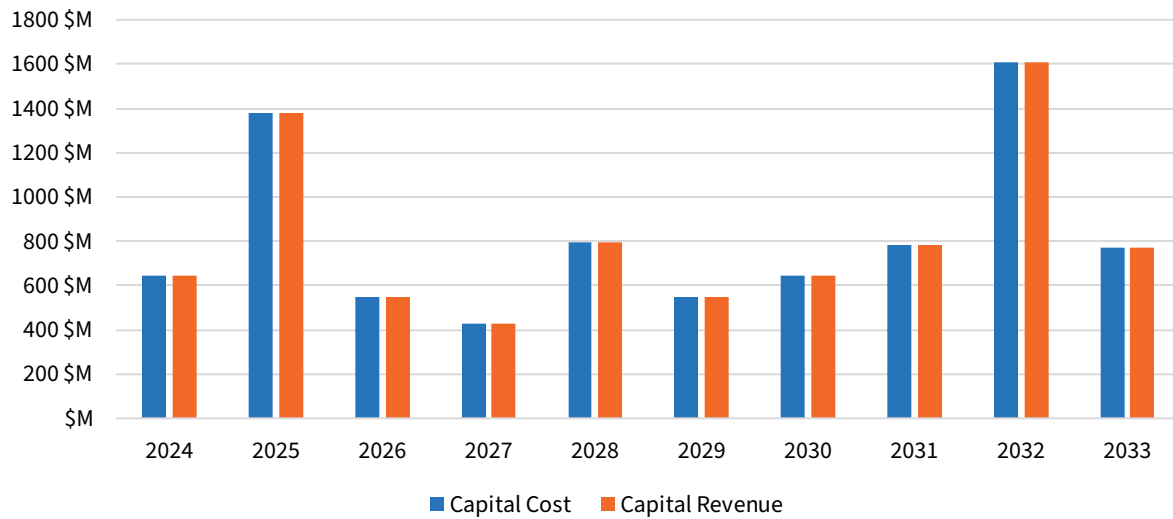
Capital revenues for the same timeframe are approximately \$8.2 billion. Highlights from the capital program revenue plan include the following over the 10-year period:

- Approximately \$4.8 billion in Transportation Surtax Revenue
- \$38.9 million in Transportation Surtax Revenue applied to Community Shuttle vehicles for existing service and bus stop improvements
- \$432.0 million from BCT’s existing formula-based FTA grant funding

¹The \$8.2 billion of capital costs includes direct capital expenditures of \$5.8 billion and a transfer to the Transit Operating Fund of \$2.4 billion.

- \$47.5 million from the Broward County Transportation Concurrency Fund
- \$2.6 billion in future non-local match funds
- \$74.3 million in Transportation Surtax Revenue for BCR South

Figure 8-1: Capital Plan



Fiscal Year	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	10-Year Total
Interest Earnings	\$12,462,911	\$18,774,703	\$6,470,148	\$3,823,761	\$7,414,320						\$48,945,842
Total BCT Capital Revenues	\$415,055,820	\$1,372,349,730	\$540,149,420	\$421,800,650	\$788,582,090	\$544,179,506	\$642,008,529	\$782,212,659	\$1,608,901,004	\$769,156,906	\$7,884,396,311
Surplus/Deficit											
BCT Capital Revenues Minus Capital Costs \$	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total BCT Capital Surplus/(Deficit) \$	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
COMMUNITY SHUTTLE											
Capital Costs											
Community Shuttle - Bus	\$1,567,500	\$883,230	\$1,884,650	\$1,848,960	\$1,807,930	\$2,407,705	\$1,378,958	\$1,689,224	\$1,013,534	\$1,330,264	\$15,811,956
Community Shuttle - New											
Community Shuttle - Bus Stop Improvements	\$4,180,000	\$4,389,000	\$4,608,450	\$4,838,870	\$5,080,820						\$23,097,140
Total Community Shuttle Transportation Surtax Capital Costs	\$5,747,500	\$5,272,230	\$6,493,100	\$6,687,830	\$6,888,750	\$2,407,705	\$1,378,958	\$1,689,224	\$1,013,534	\$1,330,264	\$38,909,096
Capital Revenues											
Transportation Surtax Revenue	\$5,747,500	\$5,272,230	\$6,493,100	\$6,687,830	\$6,888,750	\$2,407,705	\$1,378,958	\$1,689,224	\$1,013,534	\$1,330,264	\$38,909,096
Total Community Shuttle Transportation Surtax Capital Revenues	\$5,747,500	\$5,272,230	\$6,493,100	\$6,687,830	\$6,888,750	\$2,407,705	\$1,378,958	\$1,689,224	\$1,013,534	\$1,330,264	\$38,909,096
Surplus/Deficit											
Community Shuttle Transportation Surtax Capital Revenues Minus Capital Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Community Shuttle Transportation Surtax Capital Surplus/(Deficit)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
BROWARD COMMUTER RAIL SOUTH											
Capital Costs											
Broward Commuter Rail South	\$222,750,000										\$222,750,000
Total BCR South Transportation Surtax Capital Costs	\$222,750,000										\$222,750,000
Capital Revenues											
Transportation Surtax Revenue	\$74,250,000										\$74,250,000
Non-Local Match	\$148,500,000										\$148,500,000
Total BCR South Transportation Surtax Capital Revenues	\$222,750,000										\$222,750,000
Surplus/Deficit											
BCR South Transportation Surtax Capital Revenues Minus Capital Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total BCR South Transportation Surtax Capital Surplus/(Deficit)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
GRAND TOTAL											
Grand Total Capital Costs	\$643,553,320	\$1,377,621,960	\$546,642,520	\$428,488,480	\$795,470,840	\$546,587,210	\$643,387,487	\$783,901,883	\$1,609,914,538	\$770,487,169	\$8,146,055,407
Grand Total Capital Revenues	\$643,553,320	\$1,377,621,960	\$546,642,520	\$428,488,480	\$795,470,840	\$546,587,211	\$643,387,487	\$783,901,883	\$1,609,914,538	\$770,487,169	\$8,146,055,407
Grand Total Capital Revenues Minus Capital Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total BCT Capital Surplus/(Deficit)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Note: Totals may not sum due to rounding.

Operating Plan

Operating costs for FY 2024 through 2033 are projected to be approximately \$4.0 billion and are detailed in **Figure 8-2** and **Table 8-4**. Highlights from the operating program include the following investments over the 10-year period:

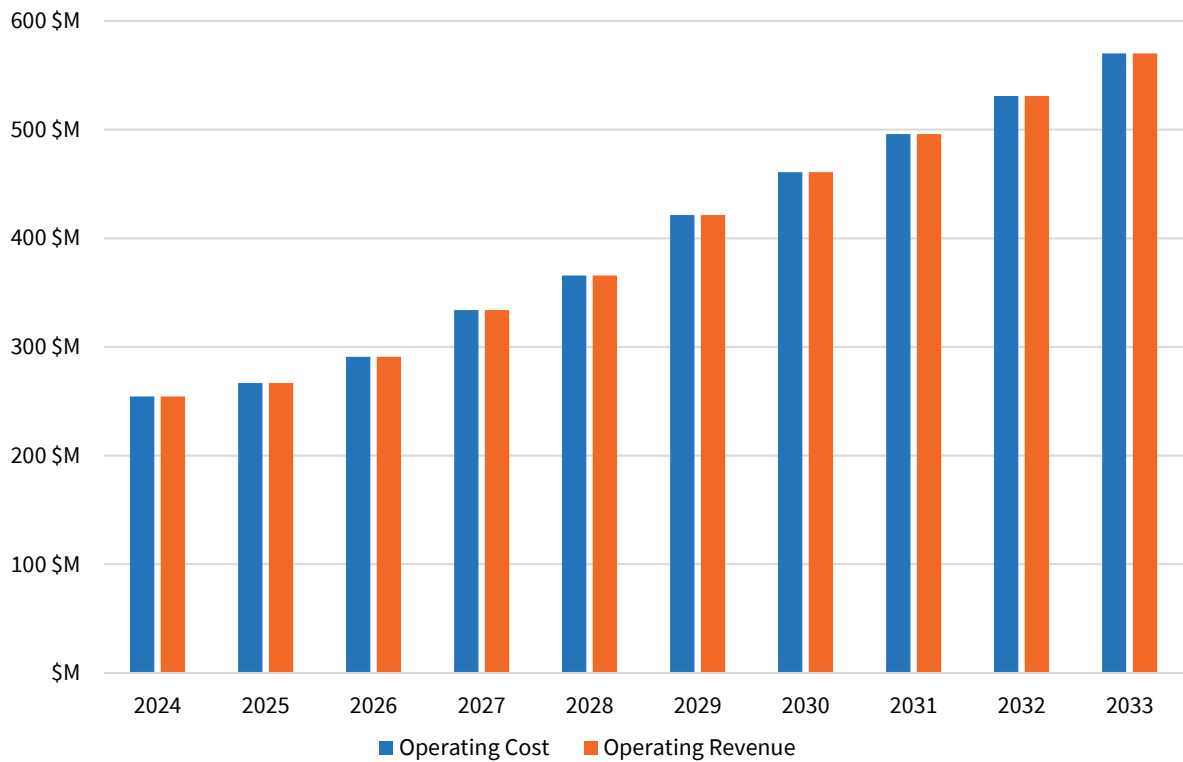
- \$2.4 billion for existing transit operations
- \$491.6 million for paratransit operations
- \$99.2 million for new bus service
- 268.7 million High Frequency Expansion
- \$154.1 million for new BRT Service
- \$145.2 million for BCR South
- \$108.7 million for new LRT service
- \$102.8 million for security for new transit services
- \$20.0 million for Late Shift Connect
- \$173.1 million for Community Shuttle operations
 - \$129.1 million for existing Community Shuttle operations
 - \$44.0 million for new Community Shuttle operations
- \$27.5 million for microtransit

Operating revenues for the same timeframe are approximately \$4.0 billion. Highlights from the operating program revenue plan include the following over the 10-year period:

- \$2.4 billion in Transportation Surtax revenue
- \$1.1 billion from existing transit operations revenue (including fares, advertising, and Transportation Disadvantage Program Grant)
- \$161.6 million in State Block Grants for existing services
- \$29.8 million in State Block Grants for new bus, BRT, BCR, and LRT service
- \$95.1 million in estimated farebox revenue for new bus, high frequency, BRT, BCR, and LRT Service
- \$20.0 million for Late Shift Connect

- \$173.1 million in Transportation Surtax Revenue for existing and new Community Shuttle service operations
- \$27.5 million for microtransit

Figure 8-2: Operating Plan



Fiscal Year	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	10-year Total
Total BCT Operating Revenues	\$236,640,480	\$248,372,504	\$272,202,738	\$315,159,125	\$347,964,844	\$401,099,510	\$440,115,548	\$474,551,885	\$509,055,095	\$547,495,620	\$3,792,657,350
Total BCT Operating Revenues Minus Operating Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
COMMUNITY SHUTTLE											
Operating Costs											
Community Shuttle - Existing	\$11,385,930	\$11,727,510	\$12,079,340	\$12,441,720	\$12,814,970	\$13,115,850	\$13,421,591	\$13,732,117	\$14,047,353	\$14,367,210	\$129,133,593
Community Shuttle - New	\$3,711,960	\$3,823,320	\$3,938,020	\$4,056,160	\$4,177,850	\$4,386,735	\$4,606,072	\$4,836,376	\$5,078,195	\$5,332,104	\$43,946,792
Total Community Shuttle MAP Operating Costs	\$15,097,890	\$15,550,830	\$16,017,360	\$16,497,880	\$16,992,820	\$17,502,585	\$18,027,663	\$18,568,493	\$19,125,548	\$19,699,314	\$173,080,385
Operating Revenues											
Transportation Surtax Revenue	\$15,097,890	\$15,550,830	\$16,017,360	\$16,497,880	\$16,992,820	\$17,502,586	\$18,027,663	\$18,568,493	\$19,125,548	\$19,699,314	\$173,080,385
Total Community Shuttle MAP Operating Revenues	\$15,097,890	\$15,550,830	\$16,017,360	\$16,497,880	\$16,992,820	\$17,502,586	\$18,027,663	\$18,568,493	\$19,125,548	\$19,699,314	\$173,080,385
Surplus/Deficit											
Community Shuttle Transportation Surtax Operating Revenues Minus Operating Costs	\$0	\$0	\$0	\$0	\$0	\$1	\$0	\$0	\$0	\$0	\$0
Total Community Shuttle Operating Surplus/(Deficit)	\$0	\$0	\$0	\$0	\$0	\$1	\$0	\$0	\$0	\$0	\$0
MICROTRANSIT											
Operating Costs											
Microtransit	\$2,750,000	\$2,750,000	\$2,750,000	\$2,750,000	\$2,750,000	\$2,750,000	\$2,750,000	\$2,750,000	\$2,750,000	\$2,750,000	\$27,500,000
Total BCRS Transportation Surtax Operating Costs	\$2,750,000	\$2,750,000	\$2,750,000	\$2,750,000	\$2,750,000	\$2,750,000	\$2,750,000	\$2,750,000	\$2,750,000	\$2,750,000	\$27,500,000
Operating Revenues											
Transportation Surtax Revenue	\$2,750,000	\$2,750,000	\$2,750,000	\$2,750,000	\$2,750,000	\$2,750,000	\$2,750,000	\$2,750,000	\$2,750,000	\$2,750,000	\$27,500,000
Total Microtransit MAP Operating Revenues	\$2,750,000	\$2,750,000	\$2,750,000	\$2,750,000	\$2,750,000	\$2,750,000	\$2,750,000	\$2,750,000	\$2,750,000	\$2,750,000	\$27,500,000
Surplus/Deficit											
Microtransit Operating Revenues Minus Operating Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Microtransit Operating Surplus/(Deficit)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
COMMUNITY SHUTTLE + MICROTRANSIT											
Operating Costs											
Total Community Shuttle and Microtransit Operating Costs	\$17,847,890	\$18,300,830	\$18,767,360	\$19,247,880	\$19,742,820	\$20,252,586	\$20,777,663	\$21,318,493	\$21,875,548	\$22,449,314	\$200,580,385
Operating Revenues											
Total Community Shuttle and Microtransit Operating Revenues	\$17,847,890	\$18,300,830	\$18,767,360	\$19,247,880	\$19,742,820	\$20,252,586	\$20,777,663	\$21,318,493	\$21,875,548	\$22,449,314	\$200,580,385
Surplus/Deficit											
Total BCT Operating Revenues Minus Operating Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total BCT Operating Surplus/(Deficit)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
GRAND TOTAL											
Grand Total Operating Costs	\$254,488,370	\$266,673,334	\$290,970,099	\$334,407,005	\$367,707,664	\$421,352,095	\$460,893,211	\$495,870,378	\$530,930,643	\$569,944,934	\$3,993,237,733
Grand Total Operating Revenues	\$254,488,370	\$266,673,334	\$290,970,098	\$334,407,005	\$367,707,664	\$421,352,095	\$460,893,211	\$495,870,378	\$530,930,643	\$569,944,934	\$3,993,237,733
Grand Total Operating Revenues Minus Operating Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total BCT Operating Surplus/(Deficit)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Note: Totals may not sum due to rounding.

Beyond the TDP

The TDP planning horizon ends in 2033, but BCT's planning efforts and vision are not bound by this 10-year timeframe. PREMO includes several new premium services to start service after 2033:

- University Drive BRT | 2035
- Broward Boulevard LRT | 2035
- Commercial Boulevard BRT | 2036
- Sunrise Boulevard BRT | 2038

BCT will continue to add more service to the underlying modes such as local bus, express bus, microtransit, and Community Shuttles. It will also continue to invest in infrastructure and technology improvements to improve the customer experience.

Appendix A

Public Involvement Plan





Florida Department of Transportation

RON DESANTIS
GOVERNOR

3400 West Commercial Boulevard
Fort Lauderdale, FL 33309

JARED W. PERDUE, P.E.
SECRETARY

September 18, 2023

Mr. Barney L. McCoy
Assistant General Manager - Service and Strategic Planning
Broward County Transit (BCT)
1 North University Drive-Suite 3100A
Plantation, FL 33324

**SUBJECT: Transit Development Plan Public Involvement Plan (TDP PIP)
Compliance Determination**

Dear Mr. McCoy:

The Florida Department of Transportation (FDOT) has reviewed and approves the Broward County TDP PIP for FY 2024-33 and finds that the agency has satisfied its obligations pursuant to the requirements of Chapter 14-73 of the Florida Administrative Code.

If you have any questions or comments regarding the results of the TDP PIP review process, please do not hesitate to contact me at 954-777-4661 or jayne.pietrowski@dot.state.fl.us.

Sincerely,

DocuSigned by:

Jayne Pietrowski

0E14695055194BD...

Jayne Pietrowski, AICP
Senior Transit Coordinator
Office of Modal Development
District Four

cc: File
Khalilah Ffrench, BCT
Lynn Opperman, BCT

1 Introduction

1.1 Public Involvement Plan Purpose

Broward County Transit (BCT) is preparing its transit development plan (TDP), which will provide a guide for development of the transit system over the next 10 years. As required by state statute, BCT is undergoing a major update to its TDP, which is required every five years.

The TDP rule requires that the transit agency either develop its own Public Involvement Plan (PIP) and have it approved by FDOT or it must use the Metropolitan Planning Organization's (MPO) PIP. The Broward MPO PIP was developed to cover all MPO needs and, as such, is a general document. BCT has elected to develop its own PIP to provide a more detailed description of the public involvement activities specifically to be undertaken during the development of the TDP.

This PIP is being submitted in advance for approval by FDOT.

1.2 Project Team

The following have been identified as components of the project team.

- **Executive Committee** | BCT Project Manager Khalilah Ffrench will lead the Executive Committee (EC) and technical aspects of the project while Lynn Opperman, BCT Marketing, Communications, and Customer Relations Manager, will oversee public involvement for the TDP. The EC consists of representatives from various Broward County Departments. The EC will provide data to the Consultant Team, oversee Consultant Team work, and provide comment on draft deliverables.
- **Advisory Review Committee** | The Advisory Review Committee (ARC) is comprised of members who represent various organizations and stakeholders in Broward County. To meet the requirements of the TDP statute, representatives from the Florida Department of Transportation (FDOT) District Four, Broward Metropolitan Planning Organization (MPO), and CareerSource Broward will be included on the ARC. ARC members are expected to provide perspective, data and insight to be used in the development of the TDP. They also review deliverables and act as advocates for the plan. Potential organizations to be represented on the ARC are provided in Table 1; membership will be finalized based on organizational interest and Executive Committee approval.
- **Consultant Team:** The Consultant Team consists of the prime consultant Benesch and the following sub-consultants:
 - Insight Transportation Consulting | Existing conditions, on-board survey oversight, modeling and farebox recovery
 - The Brand Advocates | Public involvement

Table 1: ARC Membership

Organization	
Area Agency on Aging of Broward County	Central County Community Advisory Board
Broward College	Florida Department of Transportation, D4
Broward County Planning Council	Greater Fort Lauderdale Convention and Visitors Bureau
Broward County Resilient Environment Dept.	Haitian-American Chamber of Commerce
Broward League of Cities	Paramount Broadcasting Communication
Broward MPO	Portuguese-Language Interest Group
Broward Regional Health Planning Council	South Florida Regional Transportation Authority (SFRTA)
Career Source Broward	Urban League of Broward County

2 Coordination

BCT has identified three distinct groups for engagement: TDP-required entities, stakeholders and the public. Activities have been specifically designed to gather input from each group.

- TDP-required Entities** | The TDP rule has special requirements related to the Broward MPO, FDOT District 4, and the workforce development board (i.e., CareerSource Broward). For these three entities, BCT must notify them of all public meetings where the TDP is to be presented or discussed and must give them opportunity to review and comment on the TDP during the development of the mission, goals, objectives, alternatives and 10-year implementation program. To accommodate and ensure these requirements are met, representatives from each entity have been invited to join the ARC.
- Stakeholders** | Stakeholders are members of the public who are directly affected by the TDP (e.g., university or airport) or they represent groups of individuals who are directly affected by the TDP (e.g., organizations representing the elderly or individuals with a disability).
- Public** | The public includes all Broward County residents, workers, and visitors.

3 Public Involvement Activities

3.1 Public Involvement Objectives

This project’s public involvement objectives include the following:

- To define a plan that meets the requirements of the TDP rule with regard to the Broward MPO, FDOT District 4, and CareerSource Broward.
- To develop a multi-faceted communication model that will keep the general public and all stakeholder groups informed about the status of the project.
- To clearly define the TDP purpose and objectives.

- To identify and document the concerns, issues, and needs from the key stakeholders and the public.
- To provide stakeholders and the public with baseline information about the current state of BCT and keep them fully informed throughout the study.
- To encourage participation of all stakeholder groups and the public within the project area while paying special attention to underserved communities.

3.2 Public Involvement Activities

The following public involvement activities will be undertaken during the TDP development process. It is important to understand that the PIP acts as a guide for engagement activities and that flexibility is important to make the most of engagement activities.

3.2.1 Branding

The first step for public involvement will be to refresh the brand for the TDP. Like the last two TDP Major Updates (i.e., 2013 and 2018), the brand will include a unique name, logo, and color scheme that will assist individuals in recognizing materials related to the Broward TDP update. This type of recognition allows for more efficient communication between the project team and the public and stakeholders. Using a similar name, logo and color scheme to the last two prior TDPs assists those who participated in prior efforts to more readily recognize this new effort. It also keeps this effort distinct from the PREMO effort.

Schedule: July 2023

3.2.2 Stakeholder Interviews

Since the understanding of local conditions should include knowledge of the perceptions and attitudes of community decision-makers and leaders towards transit, the Consultant Team will conduct interviews of key stakeholders as part of the public involvement process. The Consultant Team will work with the Executive Committee, with input from the ARC, to identify appropriate individuals to interview. The Consultant Team will then schedule and conduct the interviews using an interview script that will be developed and submitted to BCT for review prior to the first interview.

Schedule: August and September 2023

3.2.3 Discussion Groups

Discussion groups comprised of stakeholders will be convened during the TDP process. These workshops typically involve a small group of participants (8 - 12 persons) in an intimate meeting setting (including virtual or in-person options) that permits more in-depth discussion about issues and needs. The Consultant Team will work with the Executive Committee, with input from the ARC, to identify and invite potential participants to each discussion group. Potential discussion group candidates may include members from the business, health, social service, and education communities, as well as local chambers of commerce, the local visitors' bureau, and active stakeholders groups.

Schedule: August and September 2023

3.2.4 Public Workshops

BCT will host two rounds of public workshops. Round 1 will focus on introducing the public to the TDP as well as gathering background information on desired improvements. Round 2 will gather input on proposed TDP alternatives. Each round will have three meetings including two geographically distinct locations and one virtual meeting. Virtual meetings will be recorded and uploaded to the virtual room. Each meeting will be designed to include informative displays and interactive exercises to gather input.

Schedule: September (Round 1) and October (Round 2)

3.2.5 Social Media

BCT will regularly post about the TDP on its social media pages and messages will point interested members of the public to the TDP virtual room. BCT will provide a link from its website to the virtual room as well.

Schedule: August through October

3.2.6 Virtual Room

A virtual room will be constructed to provide a repository of information about the TDP. Virtual rooms are a creative way to host any and all project material that can be hosted on a project webpage, but in a more engaging manner than a typical webpage. The virtual room will be updated regularly as more materials are developed in support of the TDP. The virtual room will include a comment form for individuals to submit questions and comments. The form will indicate that comments and questions can be submitted in English, Spanish, Portuguese, and Haitian/Creole.

Schedule: August through December

3.2.7 On-Board Survey

BCT will conduct an on-board survey of BCT's fixed-route and community shuttle services. It will obtain information related to the satisfaction, attitudes, preferences, habits and demographics of current riders for market research purposes. The survey form will draw on BCT's 2018 TDP Major Update survey questionnaire to promote consistency of questions and response cohorts. This coordination will facilitate subsequent comparative analysis of results over time. The survey forms will be printed in English, Spanish, Portuguese, and Haitian/Creole translation versions.

Schedule: August and September

3.2.8 Presentations

BCT will present the TDP to various boards and committees in Broward County. The presentations will be used to inform these entities about the TDP process and purpose, encourage participation in the development of the TDP, and provide updates on progress. The final presentation to the Board of County Commissioners will be used to seek approval of the TDP as required by state statute. Presentations will be scheduled at the pleasure of each board or committee.

Schedule: September through December

3.3 Documentation

The TDP will document the outreach activities undertaken as well as the results of those activities. Themes identified through the process will be documented as well.

3.4 Title VI

Under Title VI of the Civil Rights Act of 1964, as amended, as recipients of federal financial assistance, the Broward County Board of County Commissioners, without regard to race, color, or national origin, operate and plan for transit services so that: transit benefits and services are available and provided equitably, transit services are adequate to provide access and mobility for all, opportunities to participate in the transit planning and decision-making process are open and accessible, and that remedial and corrective actions are taken to prevent discriminatory treatment of any beneficiary.

In accordance with BCT's Title VI Program, ensuring meaningful participation of minority and low-income populations throughout the TDP process is a major objective of this PIP. The following steps will be taken to provide meaningful access and participation of our Title VI protected populations.

- Stakeholder interviews, discussion groups, and meetings will be conducted with organizations and qualified representatives that can articulate the transportation needs of low-income, minority, disabled, and transportation disadvantaged populations.
- Involvement from grassroots and local organizations such as churches, homeowner associations, social, and professional organizations will be encouraged.
- Meeting locations and times will be sensitive to the needs of each community to ensure access and participation by as many people as possible, including being located with convenient access to BCT bus stops.
- Virtual meetings will allow for both visual and audio-only participation. Hosting public workshops virtually assist those who cannot attend in-person events to participate in the process. Audio-only participation assists those with limited internet connectivity.
- On-board survey materials will be printed in multiple languages including English, Spanish, Haitian/Creole, and Portuguese.
- A notification that includes the protections under Title VI of the Civil Rights Act of 1964, as amended, will be included at each outreach event.

3.5 Limited English Proficiency

BCT is concerned about gathering input from individuals with limited English proficiency (LEP). To the extent possible, BCT will make Spanish-speaking individuals available to assist with public outreach events. The on-board survey will be translated into Spanish, Portuguese, and Haitian/Creole.

The virtual room also will indicate that individuals may submit comments in Spanish, Portuguese, or Haitian/Creole. Questions will be responded to in these respective languages, and comments will be translated into English and recorded.

Should an individual be interested in providing input at an event and the individuals present cannot accommodate their need for a language other than English, BCT will attempt to get the individual to submit their question through the virtual room. After receiving written comment, it can be translated and addressed.

PROTECTIONS OF TITLE VI OF THE CIVIL RIGHTS ACT OF 1964 AS AMENDED

Any person or group(s) who believes that they have been subjected to discrimination because of race, color, or national origin, under any transit program or activity by Broward County Transit (BCT), may call (954) 357-8481 to file a Title VI discrimination complaint or write to Broward County Transit Division, Attn: Transit Manager - Compliance, 1 N. University Drive, Ste 3100A, Plantation, Florida 33324.

Appendix B:

On-Board Survey Results



On-Board Survey Results

This appendix offers a comprehensive overview of BCT’s on-board survey conducted in conjunction with its TDP Major Update. The survey was conducted from August 7 to September 30, 2023, with no surveying occurring on Labor Day or the days surrounding Labor Day.

The survey comprised 17 questions. The questions are thoughtfully crafted, encompassing a diverse range of topics aimed at capturing information related to customer satisfaction and demographics. The on-board survey results provide valuable insights into the attitudes, preferences, and travel patterns of current riders, serving as a critical tool for market research. It is important to note that the survey design primarily caters to market research needs and is not specifically tailored for model input or validation purposes.

Trained surveyors were strategically stationed on buses to distribute surveys to passengers. To ensure inclusivity, surveys were available in multiple languages, including English, Haitian Creole, Portuguese, and Spanish. Copies of the survey instruments can be found at the end of this appendix. In total, 3,871 surveys were completed during the on-board survey effort.

Completed Surveys

In this section, detailed tables and charts provide a comprehensive understanding of the survey results, offering valuable insights into Broward County bus riders. Questions such as, "How likely are you to recommend BCT?" are key indicators of customer satisfaction, while inquiries like, "Why do you choose public transit?" illuminate travel motivations. Additionally, the survey includes questions that delve into service scheduling and transit efficiency. Demographic insights are gleaned through inquiries about ethnic origin, gender, age, and annual household income to meet the diverse needs of the community. By analyzing responses to survey questions, transit agencies can make informed decisions to enhance services, improve customer satisfaction, and attract more riders, ultimately contributing to a better public transit experience.

Table B-1 displays the count and percentage of respondents for each route service type. The majority of respondents, constituting a significant 81.1%, completed the survey while using local bus service. Approximately 8.2% of respondents were using Community Shuttle services when surveyed. The rest were split between Express and Breeze service.

Table B-1: Completed Surveys by Service Type

Route Service Type	Count	Percent of Total
Local	3,139	81.1%
Community	318	8.2%
Express	212	5.5%
Breeze	202	5.2%
Grand Total	3,871	100.0%

Table B-2 presents completed surveys categorized by day of the week. Most surveys were completed on weekdays, accounting for 79.6% of the total. Surveys on Saturdays constituted 19.5% of the total, while Sunday surveys were the least, making up 0.7% of the total completed surveys.

Table B-2: Completed Surveys by Day of the Week

Day	Count	Percent of Total
Weekday	3,082	79.6%
Saturday	756	19.5%
Sunday	26	0.7%
Unknown	7	0.2%
Grand Total	3,871	100.0%

Figure B-1 shows the counts of completed surveys for each respective route. The routes are categorized into the four service types: Local, Community, Breeze, and Express. Notably, Route 109 was heavily represented among other Express routes. All Local, Breeze and Express routes were surveyed while a sampling of Community routes were surveyed.

Figure B-1 Percent of Surveys by Route

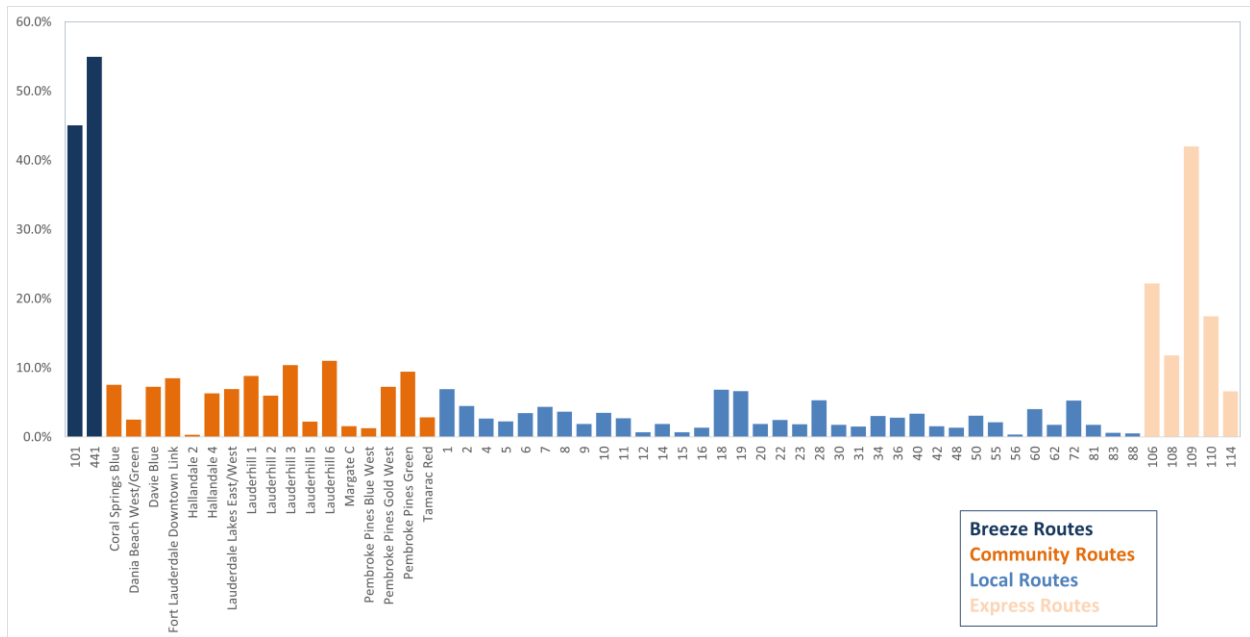
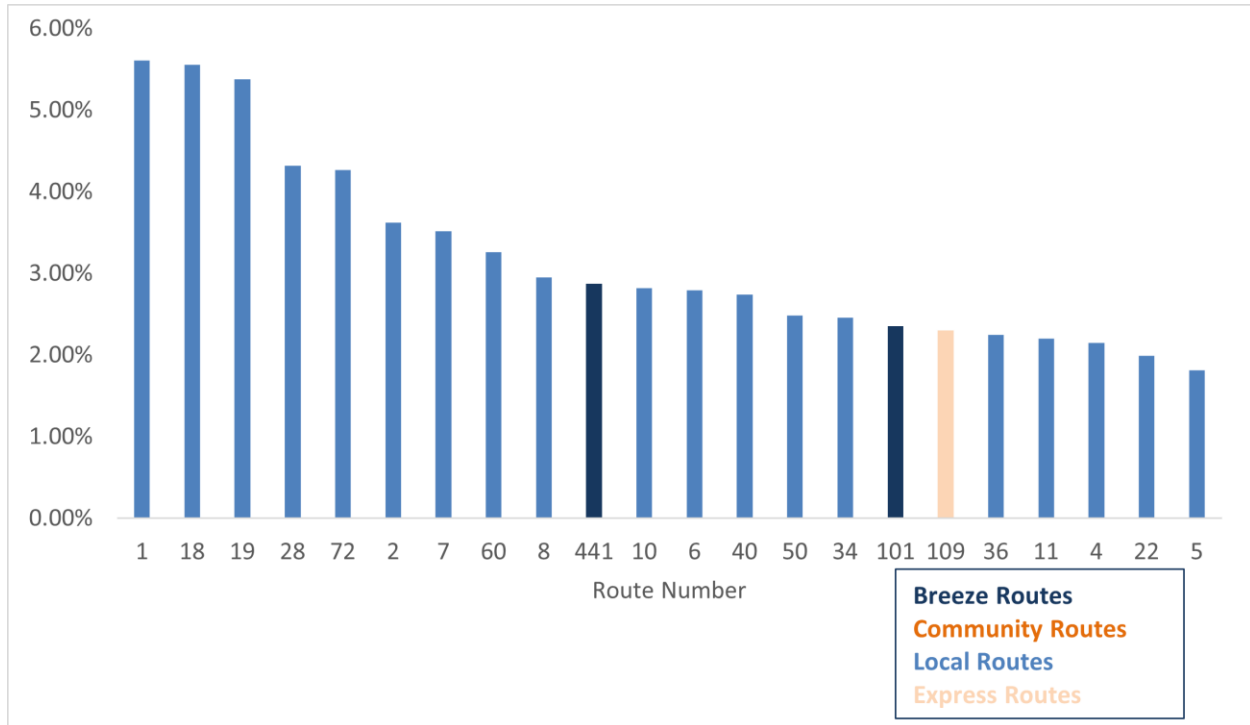


Figure B-2 shows that the specified routes together account for approximately 70% of the total surveys conducted. Local routes made up the majority of surveys, with Express Route 109 and both Breeze routes representing the only non-Local routes in the top 22 routes with the most survey participation.

Figure B-2 Routes Accounting for Approximately 70% of Total Surveys



Survey Analysis

While 3,871 surveys were returned, not every respondent completed every question on the survey. There are many reasons that a respondent may skip a question:

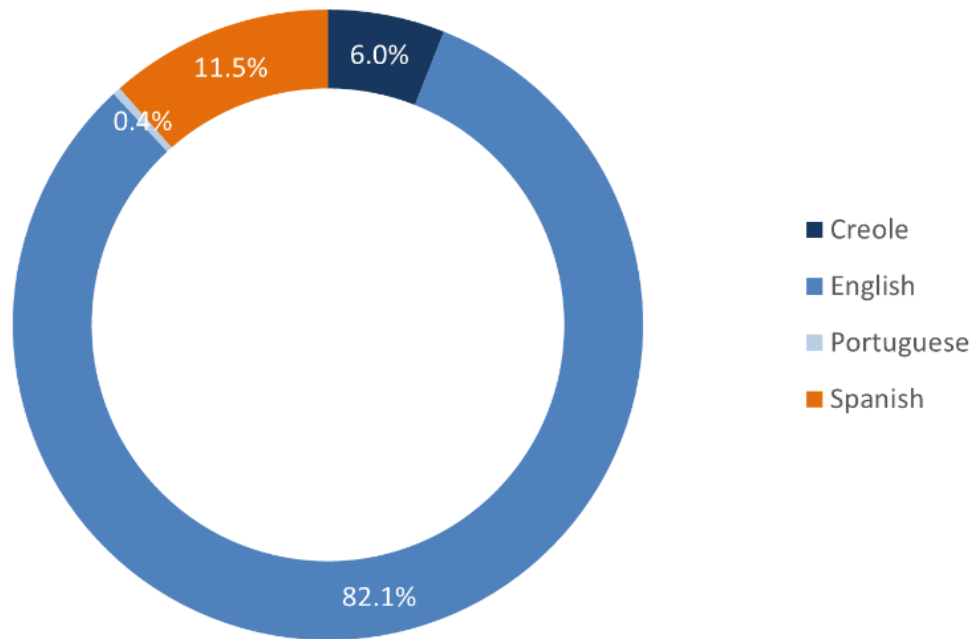
- The respondent did not understand the question or have a clear response to provide.
- The respondent did not want to provide the requested information such as age or income.
- The respondent ran out of time to complete the survey before disembarking.
- The respondent decided not to answer the question.

The analysis for each question reports the percentage of responses for each answer choice as a function of the total number of surveys collected (e.g., 3,871). Data for respondents who skipped the question is not included in the graphic. For this reason, data in the graphics may not sum to zero.

Language

Figure B-3 shows the percentage of surveys collected by language, with English being the most predominant, followed by Spanish, Creole, and a small portion in Portuguese.

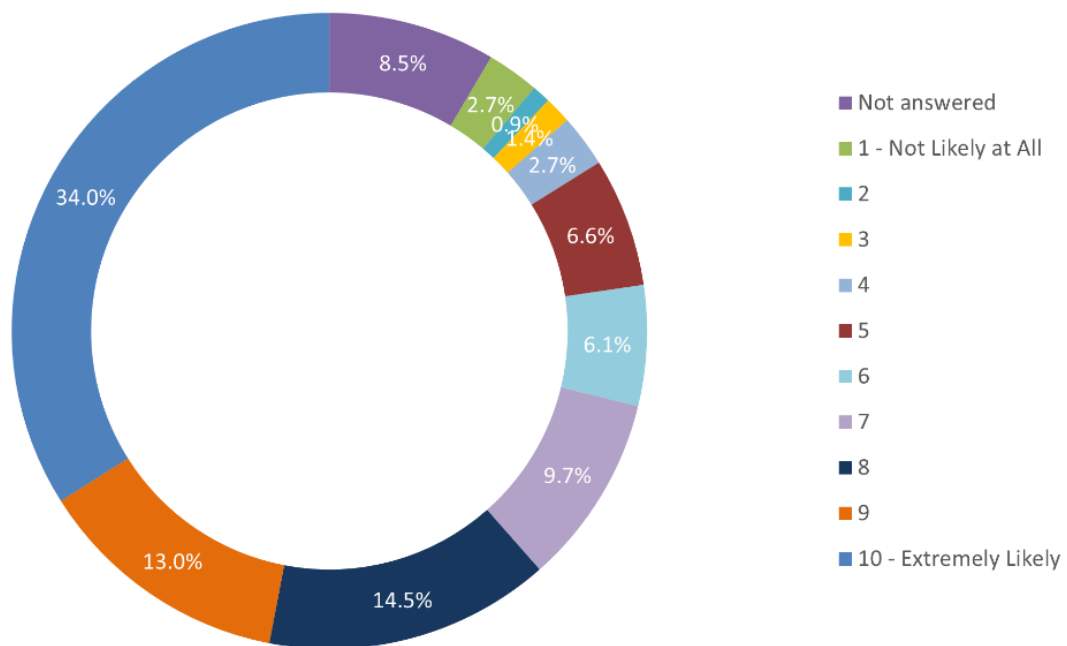
Figure B-3 Survey Language



Likelihood of Recommending BCT

Figure B-4 displays the likelihood of recommending BCT. The majority of respondents rated their likelihood of recommending BCT quite positively, with 34% responding they would be "Extremely Likely" to recommend BCT. Conversely, a small proportion expressed reservations about recommending BCT, with 2.7% indicating "Not Likely at All." This question gauges customer satisfaction and their overall perception of BCT's services. Positive recommendations from existing customers can significantly influence potential new riders.

Figure B-4 How likely are you to recommend BCT to a friend or colleague?



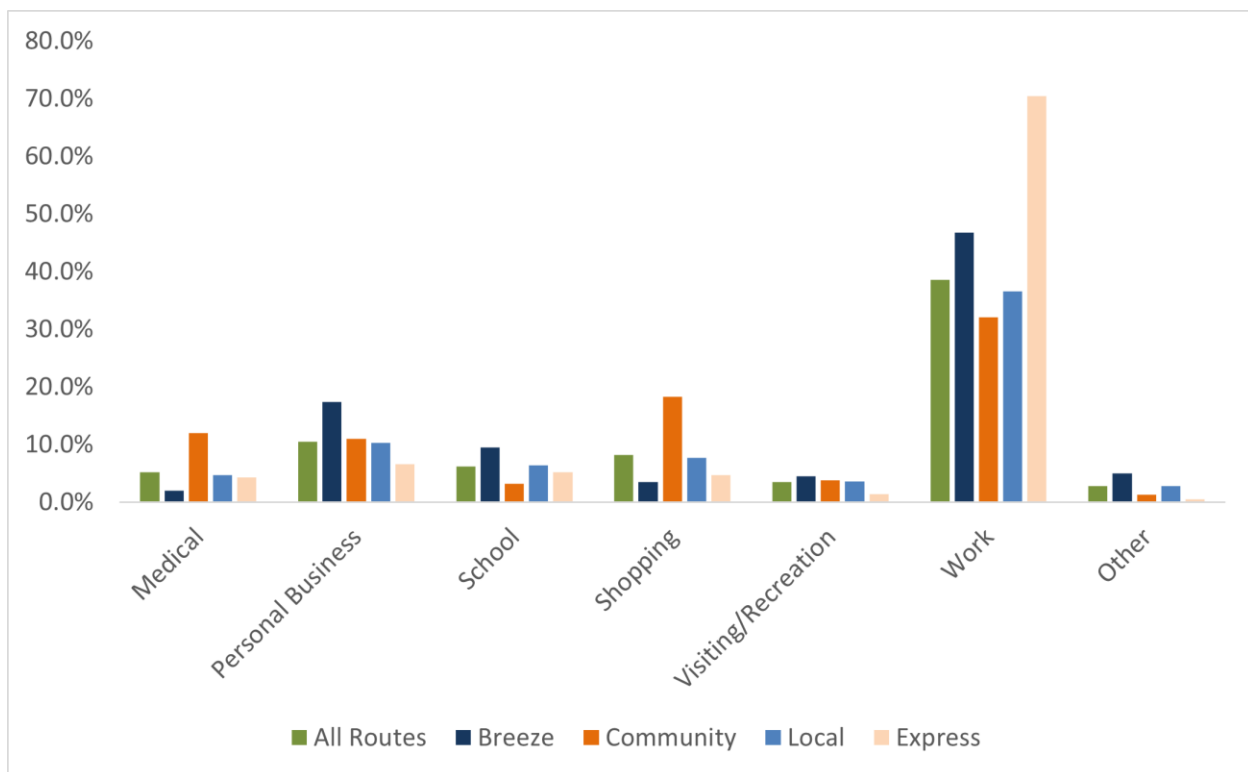
Please note that the responses to this question are used to develop a Net Promoter Score that is discussed in Chapter 4 of the full Transit Development Plan.

Trip Purpose

Figure B-5 summarizes the main purpose of trips for each route type. Respondents were asked about the main purpose of their current trip to understand the primary motives behind riders' current trips, shedding light on the origins and destinations while utilizing BCT's services. Across all routes, the primary purpose of trips is work-related, accounting for the highest proportion (ranging from 36.5% to 70.4% for different route types).

Shopping emerges as a significant purpose across all routes as well. Community routes particularly stand out, with 18.2% utilizing these services for shopping purposes. Medical trips are also more prominent on Community routes (11.9%) compared to other route types. School trips are relatively consistent across route types. Within the Local bus service, personal business, shopping, and school emerge as popular trip purposes. Respondents who indicated "Other" as their trip purpose mentioned various activities such as attending church, seeking employment, gym, and traveling.

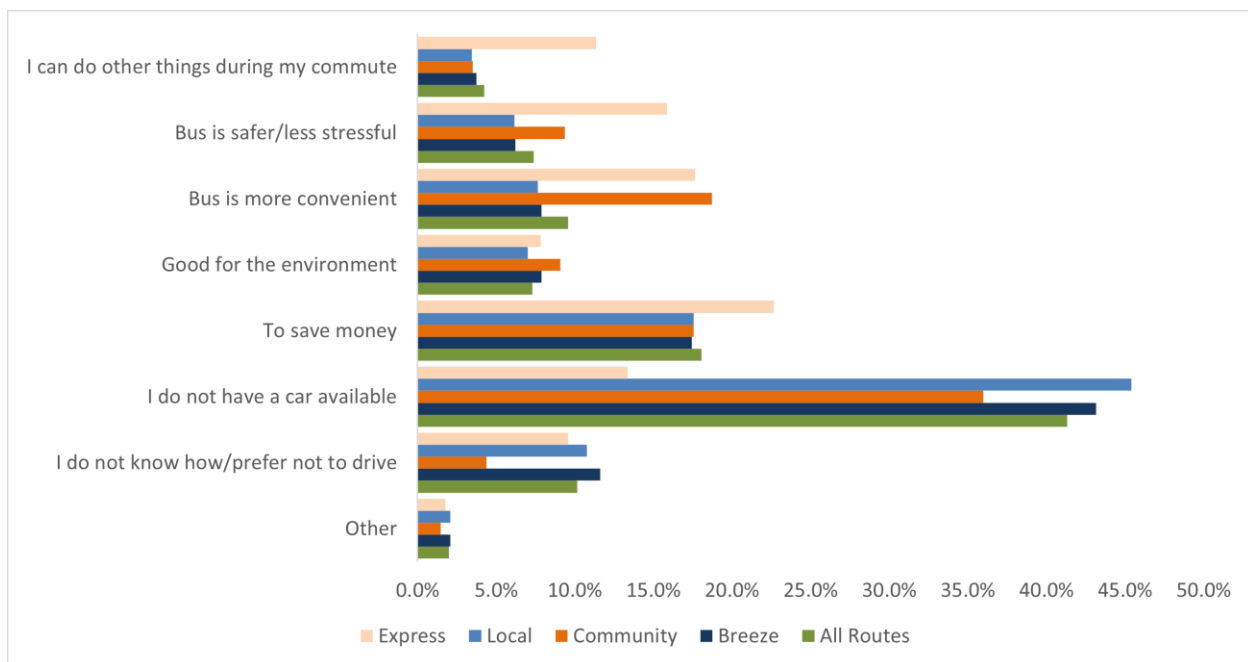
Figure B-5 What is the main purpose of your trip today?



Reasons for Using Transit

Figure B-6 outlines the reasons for riding transit. The table displays the percentage of respondents for each reason for utilizing transit. A significant portion (41.3%) mentioned not having a car available as a reason for using transit. Additionally, 10.2% stated not knowing how to drive or preferring not to drive, underlining the importance of transit for those who do not drive or lack access to a vehicle. Almost a fifth (18.0%) of respondents cited saving money as a motivation. A notable portion (7.3%) mentioned that using transit is good for the environment while 9.6% cited the bus as being more convenient, and 7.4% mentioned that the bus is safer and less stressful. Community routes show a relatively higher percentage of respondents finding the bus more convenient (18.7%). Express routes have a notable percentage finding the bus safer/less stressful (15.9%).

Figure B-6 Why do you ride transit?

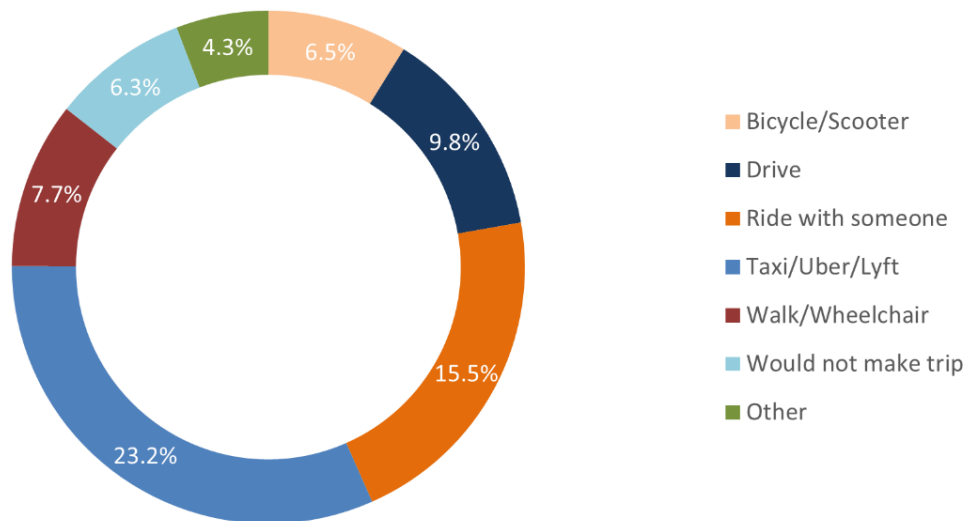


Transit Dependency

Figure B-7 highlights a diverse range of transportation alternatives commuters opt for when the bus is not available. Almost a quarter (23.2%) of respondents resort to Taxi/Uber/Lyft. Almost a tenth (9.8%) drive themselves, suggesting BCT attracts a substantial number of riders who have a choice in which mode they use.

In contrast, 15.5% of respondents choose to "Ride with someone" while 6.3% would not make the trip, suggesting transit dependence. Approximately 14.2% of respondents use sustainable and eco-friendly modes of transportation, including bicycles, scooters, or walking. Over a quarter of survey takers skipped the question and did not provide a response. Only 4.3% selected "Other" and wrote-in answers such as car-sharing/rental options, skateboarding, and taking a train.

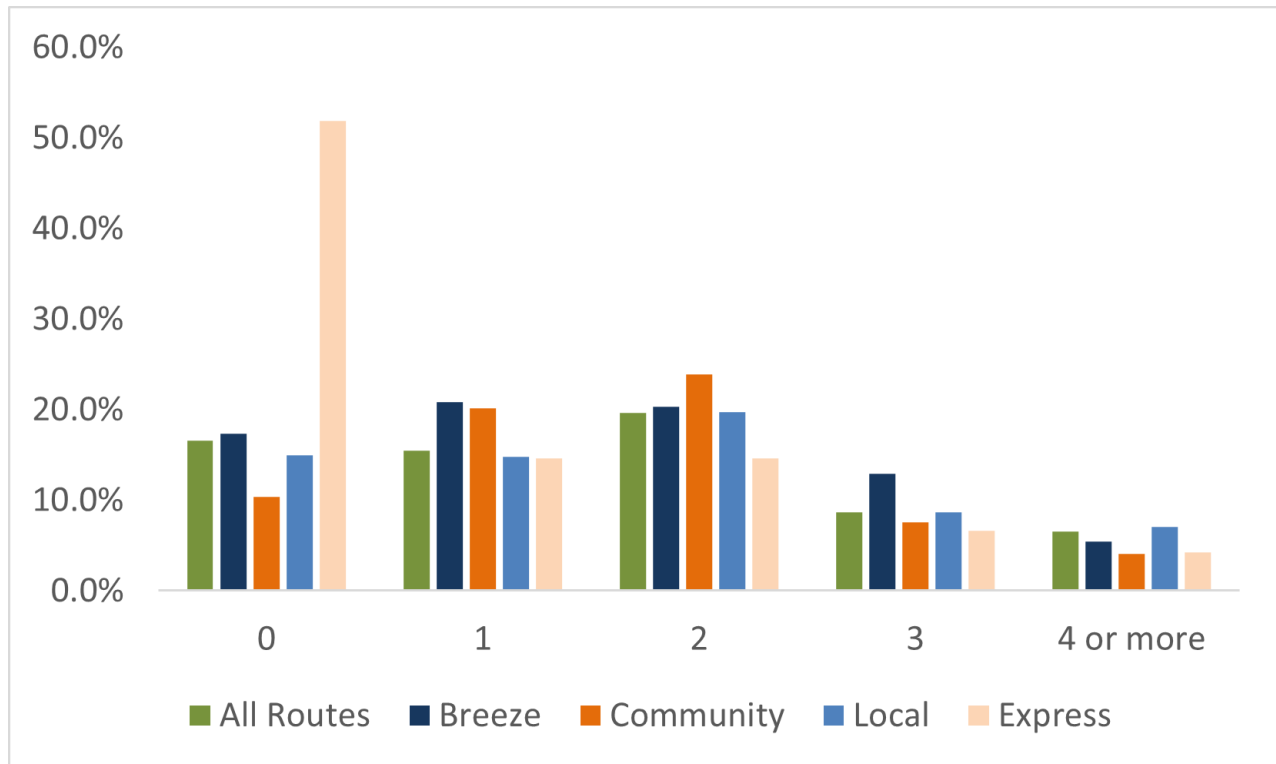
Figure B-7 How would you make this trip if the bus was not available?



Transfers per One-way trip

Figure B-8 examines the number of transfers BCT customers must make to complete their one-way trip. More respondents indicated that they made two transfers per one-way trip than those who indicated that they had zero or one transfer on their one-way trip. This implies that more than 80% of respondents must change buses at least once to reach their destination.

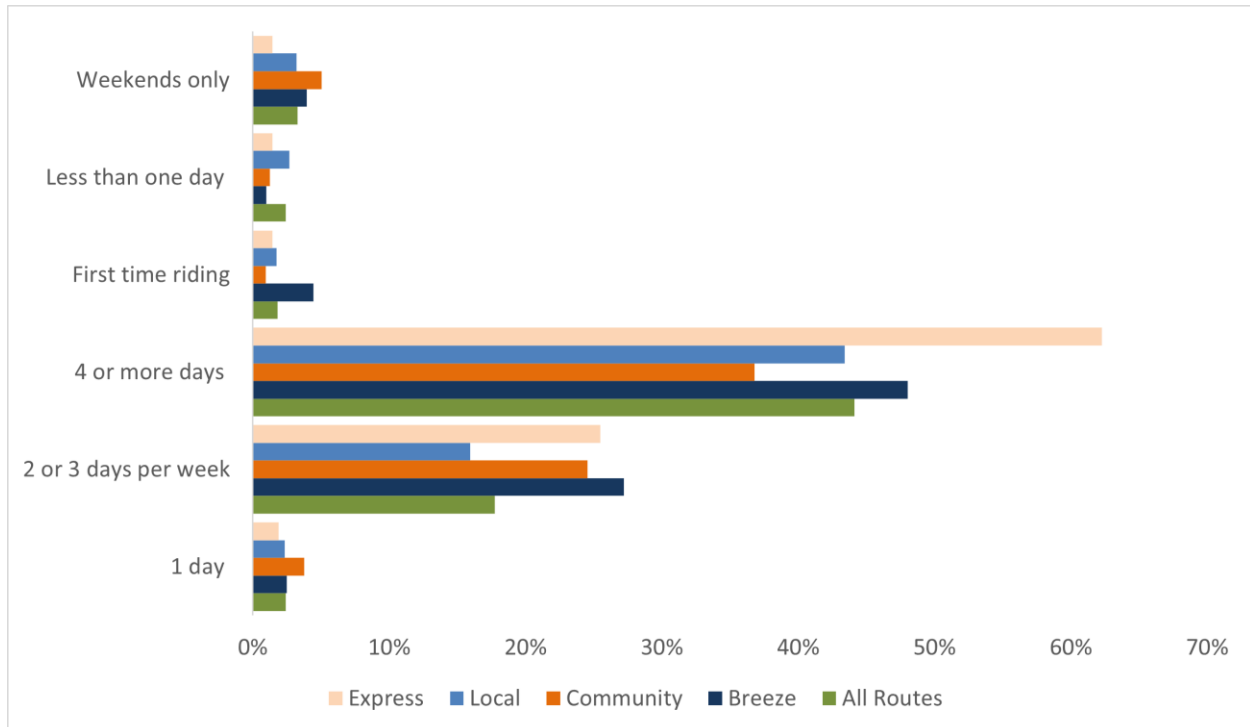
Figure B-8 How many transfers do you normally make on a one-way trip?



Ridership Frequency

Figure B-9 shows the frequency with which riders utilize BCT buses. Just under half of respondents reported high frequency, with 44% using the service four or more days a week. Express routes stand out with 62.3% of respondents using the service four or more days a week. Moreover, Breeze routes also demonstrate a significant regular ridership at 48.0% for the same frequency. Community bus riders had a comparatively higher number of riders riding only on the weekends or one day a week.

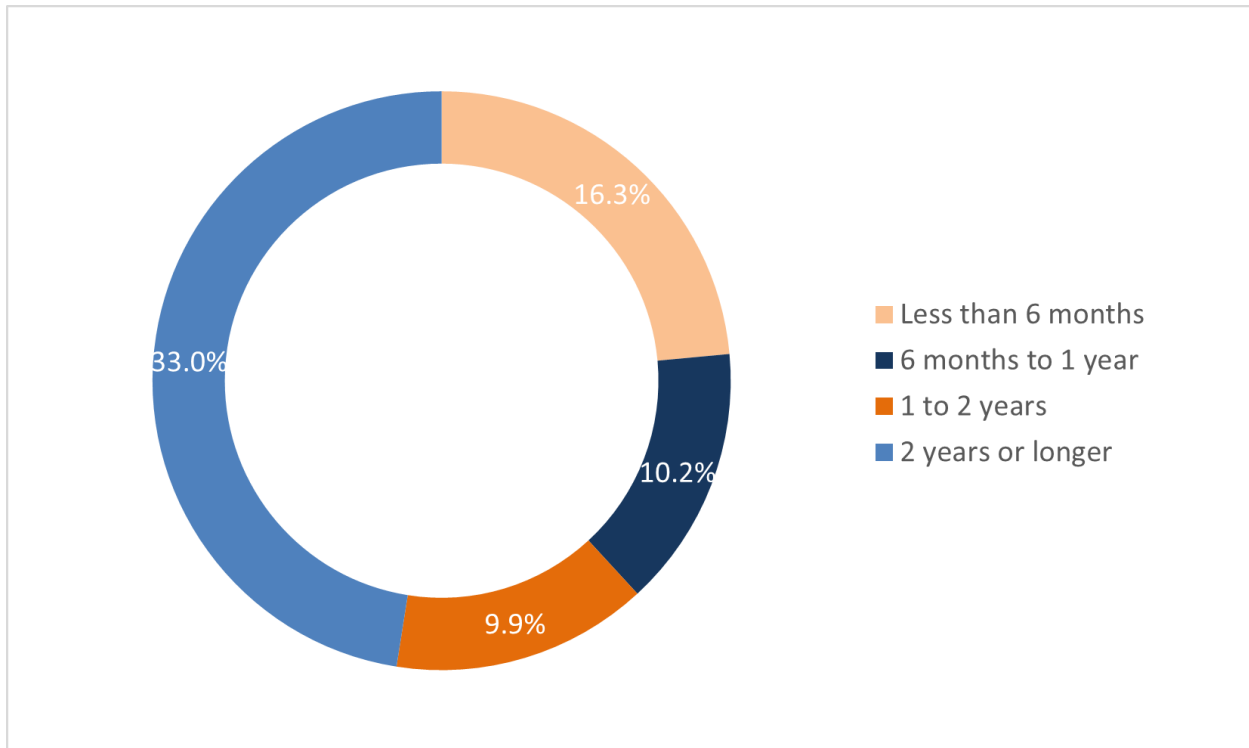
Figure B-9 How many days a week do you ride BCT?



Ridership History

Figure B-10 shows the duration of ridership with BCT. A significant portion of respondents have established a long-term relationship with BCT, with 33% indicating they have been riding for two years or longer. Over a quarter (26.1%) of respondents have been riding for less than one year, indicating a continuous influx of new riders. The 16.3% of respondents who have been riding for less than six months represent a recent user base.

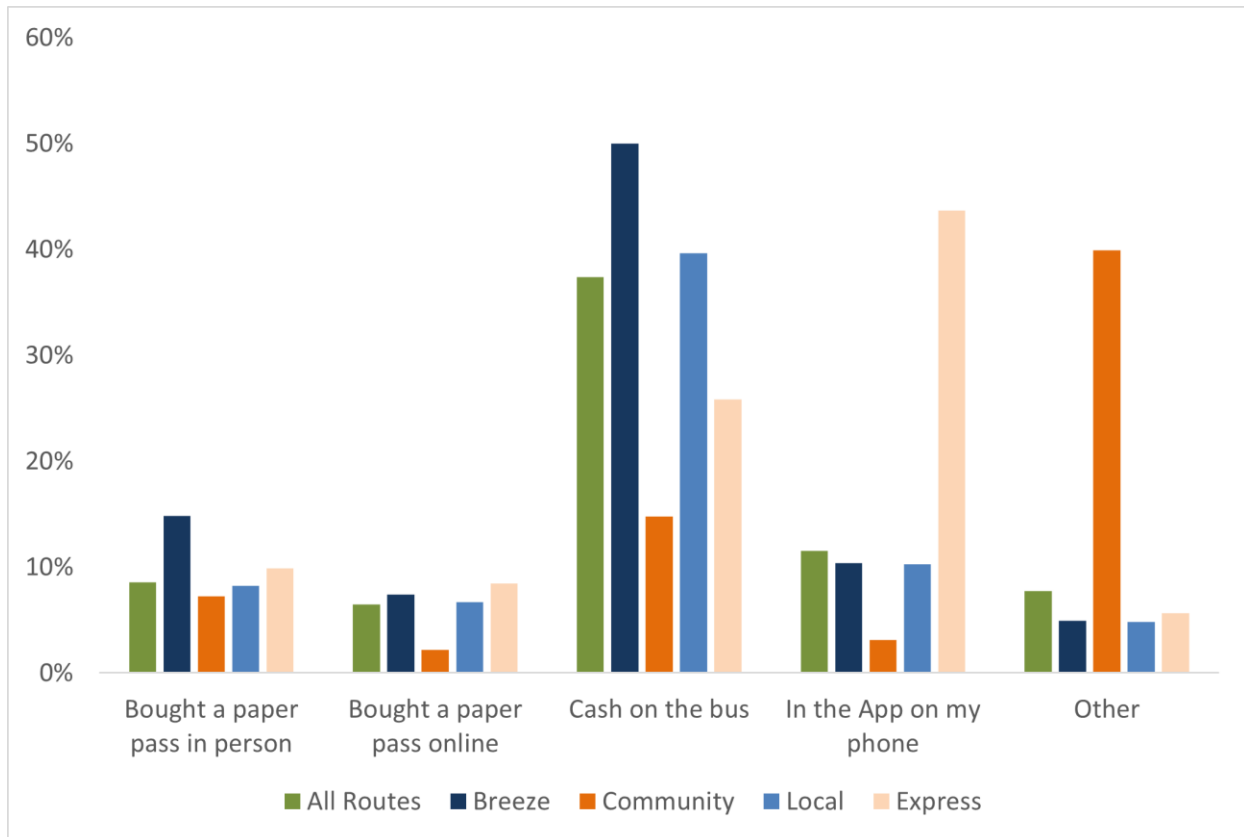
Figure B-10 How long have you been riding BCT?



Fare Payment

Figure B-11 shows survey responses about the method that they used to pay their fare. Cash remains a prevalent mode of payment, particularly on Breeze routes, where half of respondents pay in cash on the bus. On the other hand, Express routes show a substantial 43.7% of respondents using the app on their phones for fare payment. Community routes exhibit a significant proportion (39.9%) using other payment methods. Many of the ‘other’ respondents used the category to indicate using multiple methods. Other respondents noted that either the fare was free (i.e., Community route) or that they were a disabled veteran.

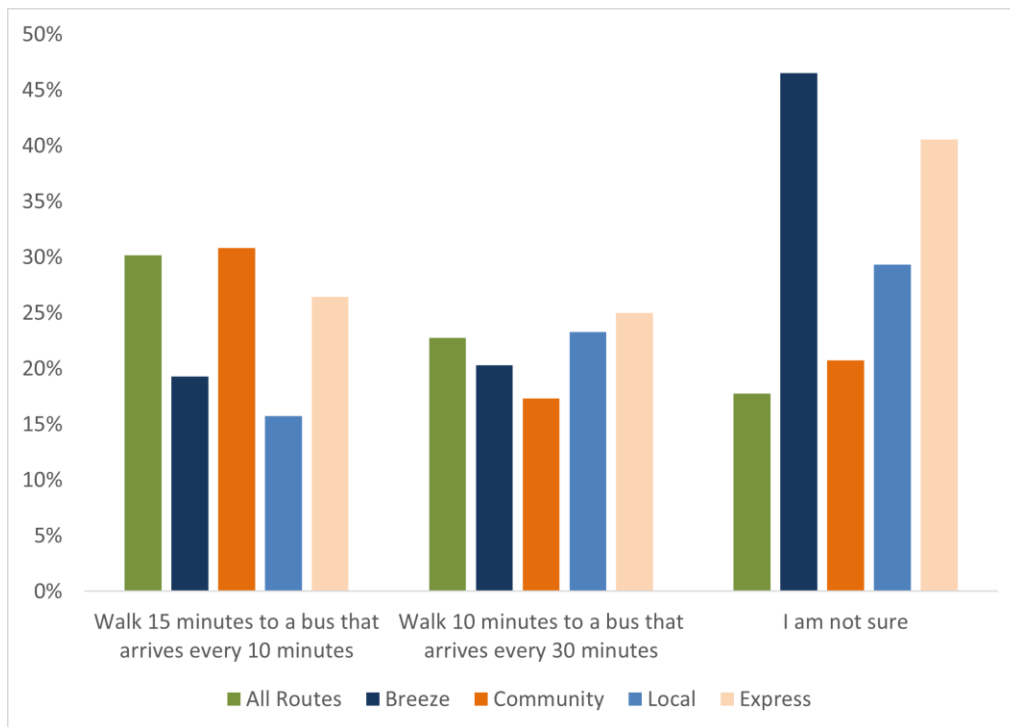
Figure B-11 How did you pay for your fare today?



Rider Preference

Figure B-12 reveals the commuter preferences regarding walking time to a bus stop versus bus frequency. Respondents were presented with three options: walking 15 minutes to a bus arriving every 10 minutes, walking 10 minutes to a bus arriving every 30 minutes, or expressing uncertainty (not sure). The data shows that most respondents (30%) across all modes prefer to walk 15 minutes to a bus that arrives every 10 minutes, indicating a preference for shorter wait times despite a slightly longer walk.

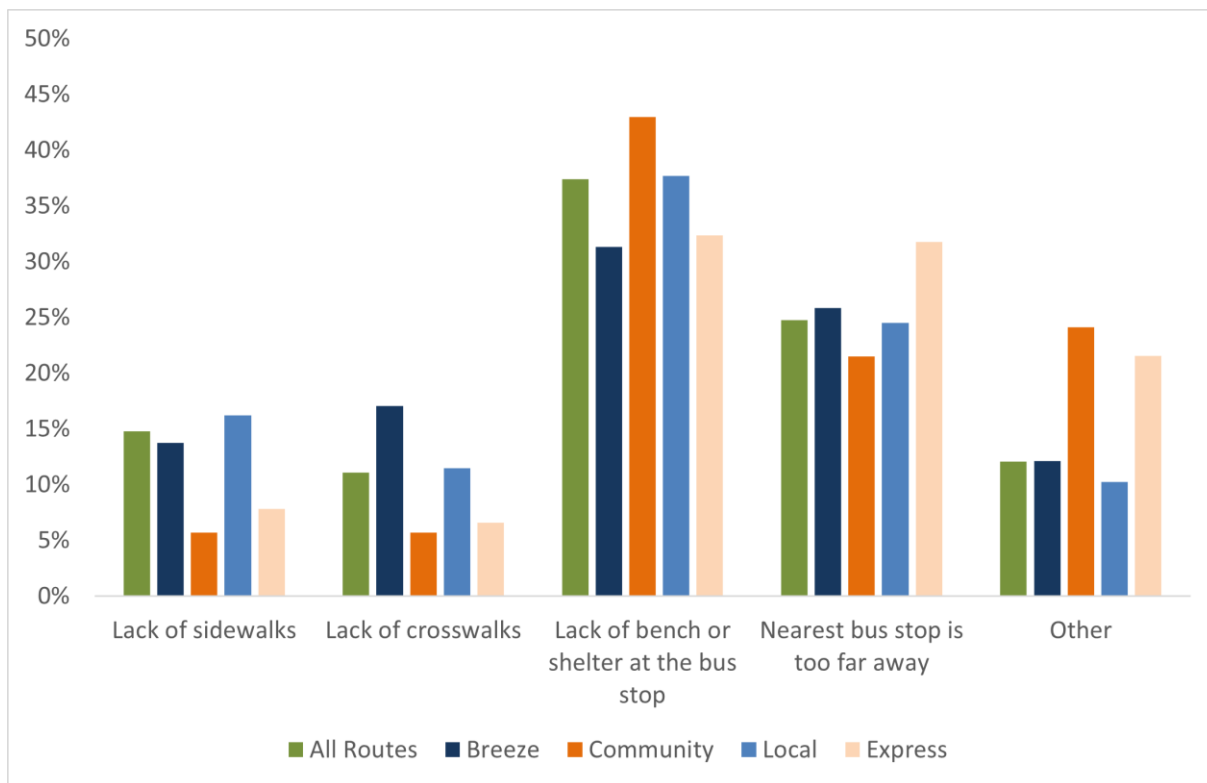
Figure B-12 Which of the following do you prefer?



Factors Affecting Passengers

Figure B-13 sheds light on amenity-related challenges experienced by riders which affect their ability to ride the bus. A significant concern across all routes is the lack of a bench or shelter at the bus stop, affecting 37% of respondents on all routes. Furthermore, the accessibility of bus stops is an issue, with 25% indicating that the nearest stop is too far away. For Breeze routes, a notable concern is the lack of benches or shelters at the bus stop, affecting 31.3% of respondents. On Community routes, a significant 43.0% of respondents are concerned about the absence of benches or shelters. Local routes, both the lack of benches or shelters (37.7%) and the distance to the nearest bus stop (24.5%) are important considerations. On Express routes, the distance to the nearest bus stop is a more prominent concern (31.7%) compared to the lack of benches or shelters (32.3%). In the other category, the most common request was overwhelmingly for more frequency, followed by concerns about safety on the bus, cleanliness, and power outlets. A desire for free service was mentioned only once.

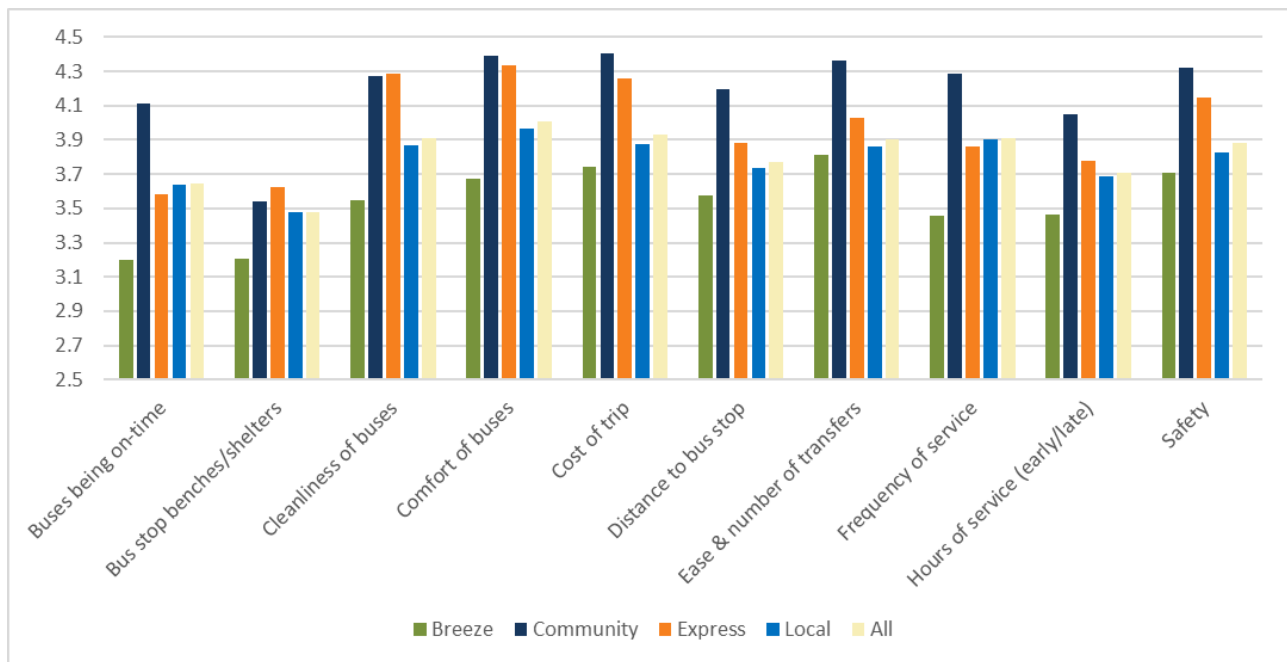
Figure B-13 What factors affect your ability to ride the bus?



Satisfaction Rate

Figure B-14 presents respondent satisfaction levels with BCT service. On average, riders were least satisfied with buses on-time performance (average of 3.6 out of 5) and most satisfied with comfort of bus (4.0). The average satisfaction rating was lowest for Breeze riders (3.5) and highest for Community Shuttle riders (4.2). Community bus riders were notably more satisfied about buses being on time (4.1), and least satisfied about bus stop benches/shelters (3.5). Breeze bus users were most satisfied with the ease of transfers (3.8) and least satisfied by bus on-time performance (3.2). Express bus riders were also most dissatisfied by bus on-time performance (3.6). Local bus riders were least satisfied with bus stop benches/shelters (3.5).

Figure B-14 How would you rate your satisfaction with the following factors?



Passenger Demographics

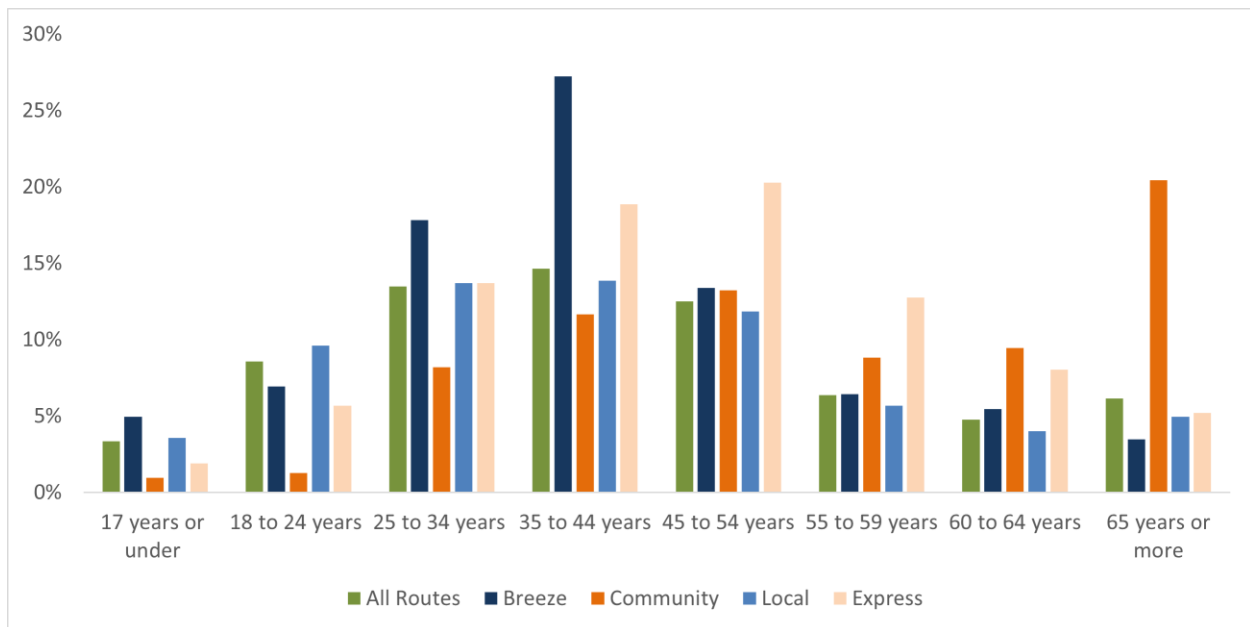
Respondents were asked to provide information about the following categories:

- Age
- Gender
- Ethnicity
- Number of automobiles available in their household
- Annual Household income
- Language

Age

As shown in **Figure B-15**, across all routes, the age group 35 to 44 years represents the largest segment at 15%, indicating a significant presence of working-aged individuals. Notably, the Breeze route has a relatively higher percentage of respondents in the age group 35 to 44 years at 27.2%. Moreover, respondents aged 45 to 54 years and 55 to 59 years represented 13% and 6% of riders, respectively, indicating a diverse age representation among BCT riders. On Community routes, there is a notable concentration of respondents aged 65 years or more, constituting 20.4%.

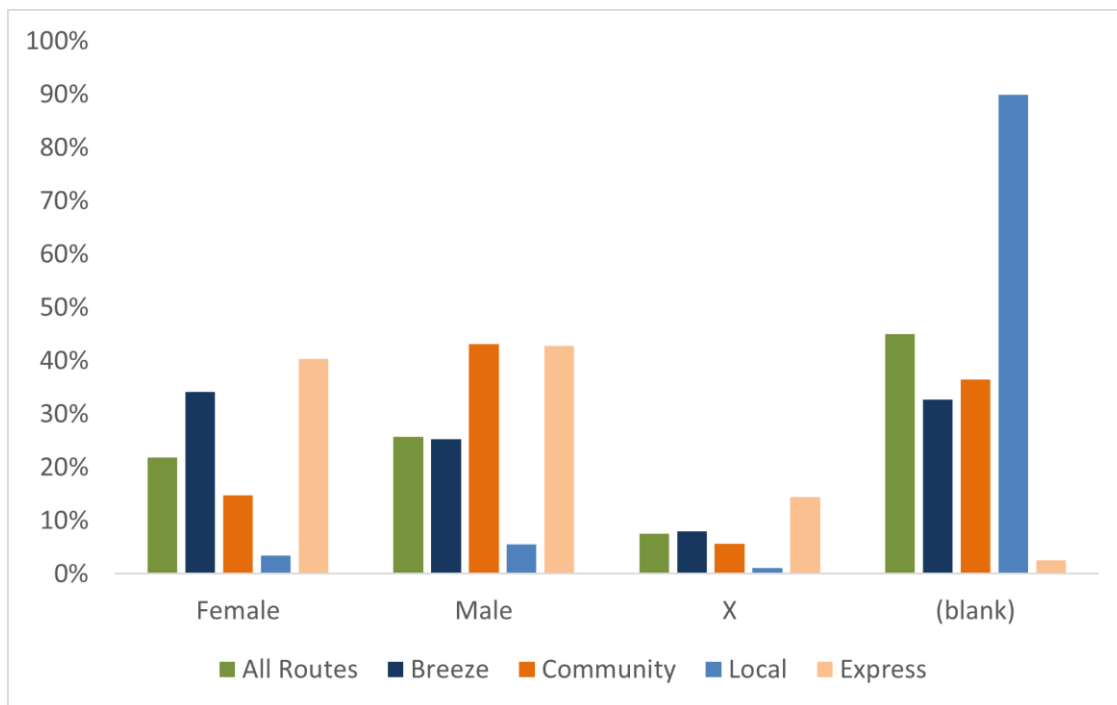
Figure B-15 Age Distribution of BCT Riders



Gender

Overall, the data in **Figure B-16** indicates a higher proportion of male respondents (26%) compared to female respondents (22%) for all routes combined. Notably, the Express route has the highest representation of female respondents at 40.3%, whereas the Local route has the lowest at 3.4%. On the other hand, the Community route has the highest representation of male respondents at 43.1%. A significant percentage of respondents did not provide gender information, particularly on the Local routes, where nearly 90% chose not to respond.

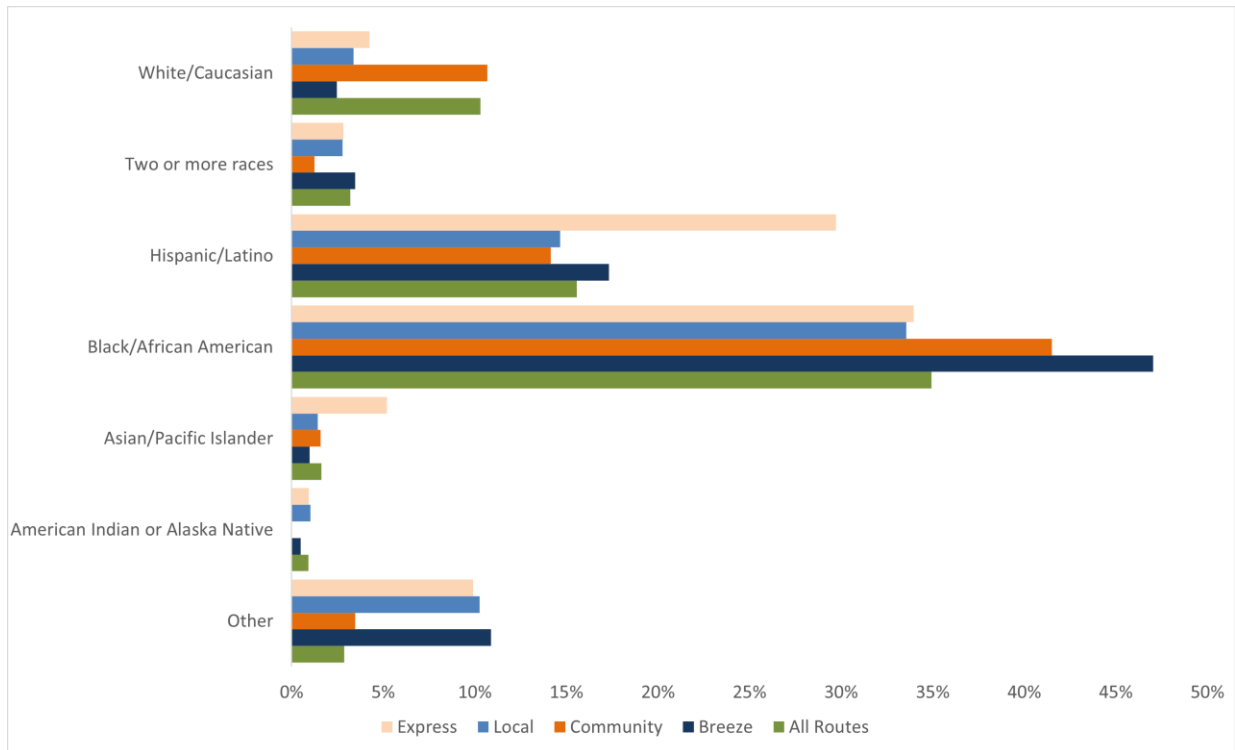
Figure B-16 Gender Breakdown of BCT Riders



Race/Ethnicity

On **Figure B-17**, Black/African American was the most frequently reported race, representing 35% of all respondents and having the highest representation in the Breeze route at 47%. Hispanic/Latino is the second most prevalent, constituting 16% of all respondents, with the highest representation in the Express route at 29.7%. Additionally, White/Caucasian accounts for 10% of all respondents, with the highest representation in the Community route at 10.7%.

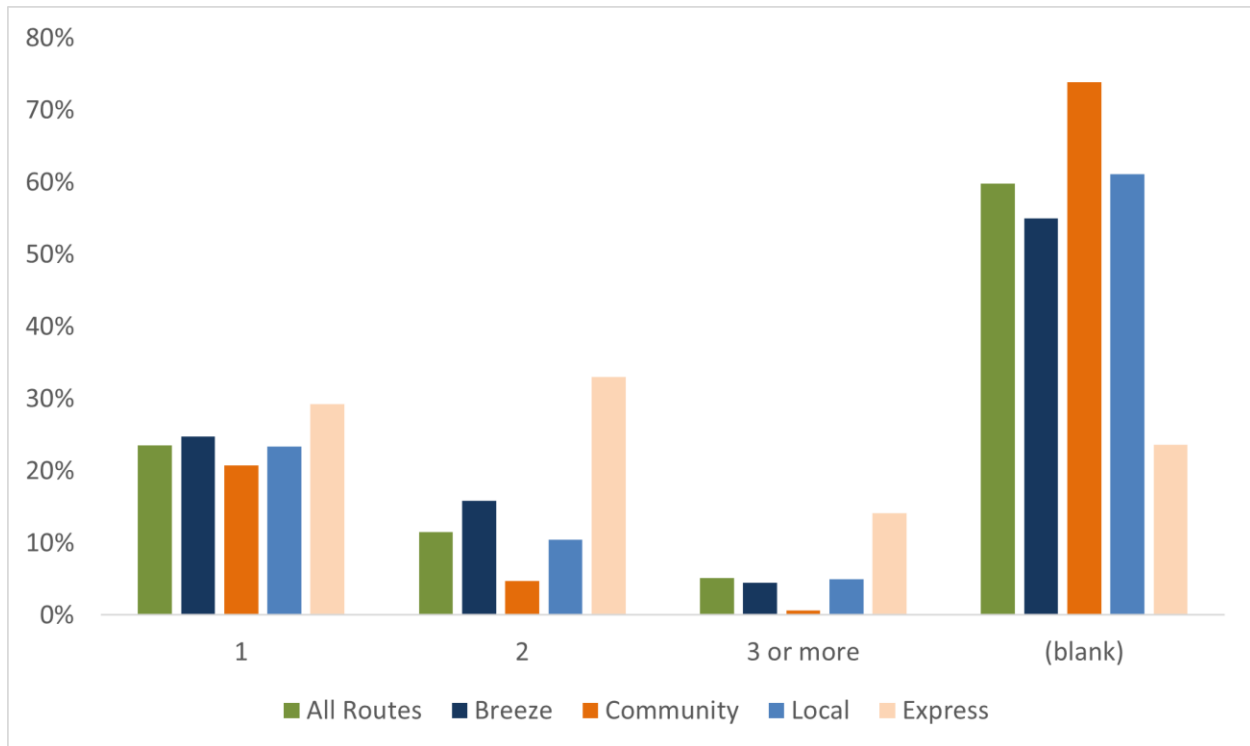
Figure B-17 Ethnicity of BCT Riders



Automobiles in the Household

Among those who responded, the majority have one motor vehicle (24%) in their household as shown in **Figure B-18**. The Express route shows a relatively higher proportion of households with two motor vehicles (33%). Sixty percent of survey takers did not provide a response.

Figure B-18 Number of Household Vehicles



Household Income

Nearly a fifth of respondents in **Figure B-19**, especially in the Breeze and Local routes, have a household income of less than \$10,000. Comparatively, respondents with a household income of \$100,000 or more are most prevalent in the Express route data, constituting 17.9% of riders surveyed. The Express routes also have significant representation (13.7%) of households earning between \$60,000 to \$99,999 annually.

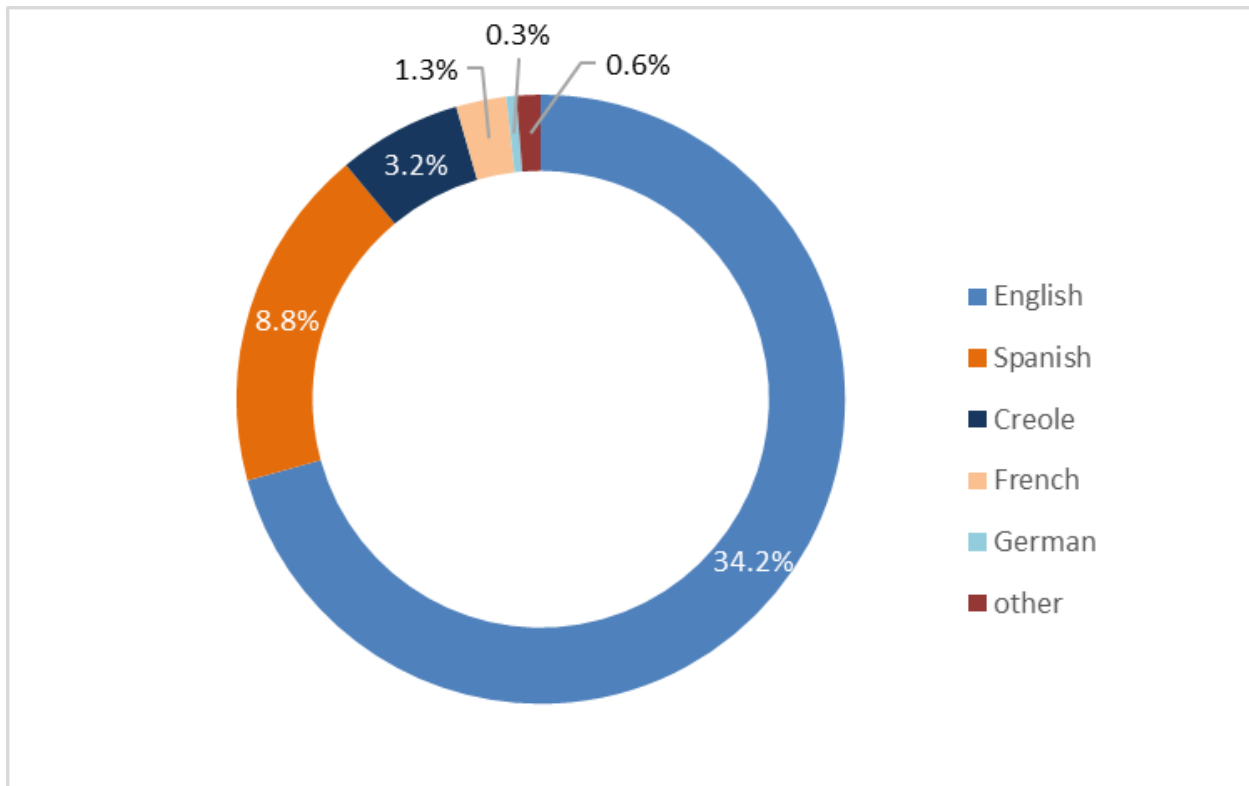
Figure B-19 Annual Household Income



Language

Over half of respondents (51.6%) did not specify that they speak a language other than English at home, suggesting a significant proportion of respondents preferred not to disclose. Of survey respondents, 842 (38.9%) spoke a language other than English at home. Spanish is the second most common language spoken at home following English, representing 8.8% of respondents, followed by Haitian Creole (3.2%), French (1.3%), and German (0.3%). The next most common languages included Patois, Russian, Portuguese, Bulgarian, Tagalog, and Hebrew.

Figure B-20 Language Spoken at Home





BCT RIDER SATISFACTION SURVEY

DEAR RIDER: BCT needs your help to improve transit service in Broward County. Please complete this survey and return it to the surveyor. **If you have already filled out a survey, you do not need to fill out another one.**

1. How likely is it that you would recommend BCT to a friend or colleague? (Circle a number from 1 to 10)

1 2 3 4 5 6 7 8 9 10
 Not Likely at All $\xrightarrow{\hspace{10em}}$ Extremely Likely

2. What is the main purpose of your trip today?

- | | |
|------------------------------|---------------------------|
| 1 ___ Work | 4 ___ Medical |
| 2 ___ Shopping | 5 ___ Personal Business |
| 3 ___ School | 6 ___ Visiting/Recreation |
| 7 ___ Other (Specify): _____ | |

3. Why do you ride transit? (Select up to 3)

- 1 ___ I do not know how/prefer not to drive
 2 ___ I do not have a car available
 3 ___ To save money
 4 ___ Good for the environment
 5 ___ Bus is more convenient
 6 ___ Bus is safer/less stressful
 7 ___ I can do other things during my commute
 8 ___ Other (Specify): _____

4. How would you make this trip if the bus were not available?

- | | |
|------------------------------|---------------------------|
| 1 ___ Drive | 4 ___ Walk/Wheelchair |
| 2 ___ Ride with someone | 5 ___ Taxi/Uber/Lyft |
| 3 ___ Bicycle/Scooter | 6 ___ Would not make trip |
| 7 ___ Other (Specify): _____ | |

5. How many transfers will you make on this one-way trip?

___ 0 ___ 1 ___ 2 ___ 3 ___ 4 or more

6. How many days a week do you ride BCT?

- | | |
|----------------------------|-------------------------|
| 1 ___ 4 or more days | 4 ___ Less than one day |
| 2 ___ 2 or 3 days per week | 5 ___ Weekends only |
| 3 ___ 1 day | 6 ___ First time riding |

7. How long have you been riding BCT?

- | | |
|--------------------------|-------------------------|
| 1 ___ Less than 6 months | 3 ___ 1 to 2 years |
| 2 ___ 6 months to 1 year | 4 ___ 2 years or longer |

8. How did you pay for your fare today?

- 1 ___ Cash on the bus
 2 ___ In the App on my phone
 3 ___ Bought a paper pass online
 4 ___ Bought a paper pass in person
 5 ___ Other (Specify): _____

9. Which of the following would you prefer?

- 1 ___ Walk 10 minutes to a bus that arrives every 30 minutes
 2 ___ Walk 15 minutes to a bus that arrives every 10 minutes
 3 ___ I am not sure

10. Do any of the following affect your ability to ride the bus?

(Check all that apply)

- 1 ___ Lack of sidewalks
 2 ___ Lack of crosswalks
 3 ___ Lack of bench or shelter at the bus stop
 4 ___ Nearest bus stop is too far away
 5 ___ Other (Specify): _____

11. In thinking about your experience with BCT over the last 30 days, how satisfied were you with...

	Very Satisfied		Neutral		Not Satisfied
A. Frequency of service	5	4	3	2	1
B. Ease & number of transfers	5	4	3	2	1
C. Hours of service (early/late)	5	4	3	2	1
D. Distance to bus stop	5	4	3	2	1
E. Bus stop benches/shelters	5	4	3	2	1
F. Safety	5	4	3	2	1
G. Buses being on-time	5	4	3	2	1
H. Cost of trip	5	4	3	2	1
I. Cleanliness of buses	5	4	3	2	1
J. Comfort of buses	5	4	3	2	1

Using the letters from the list above, pick the three that you would most like to see BCT improve.

1 _____ 2 _____ 3 _____

For statistical purposes, tell us a little about yourself. All replies are confidential. Please skip if you prefer not to answer.

12. Your age is...

- | | |
|-------------------------|------------------------|
| 1 ___ 17 years or under | 5 ___ 45 to 54 years |
| 2 ___ 18 to 24 years | 6 ___ 55 to 59 years |
| 3 ___ 25 to 34 years | 7 ___ 60 to 64 years |
| 4 ___ 35 to 44 years | 8 ___ 65 years or more |

13. You are: 1 ___ Female 2 ___ Male 3 ___ X

14. Your ethnic origin is...

- 1 ___ Black/African American
 2 ___ White/Caucasian
 3 ___ Hispanic/Latino
 4 ___ Asian/Pacific Islander
 5 ___ American Indian or Alaska Native
 6 ___ Two or more races
 7 ___ Other (Specify): _____

15. How many working motor vehicles are available in your household?

- | | |
|-----------|---------------------|
| 1 ___ One | 3 ___ Three or more |
| 2 ___ Two | 4 ___ None |

16. Your total annual household income is...

- | | |
|----------------------------|----------------------------|
| 1 ___ Less than \$10,000 | 6 ___ \$30,000 to \$39,999 |
| 2 ___ \$10,000 to \$14,999 | 7 ___ \$40,000 to \$49,999 |
| 3 ___ \$15,000 to \$19,999 | 8 ___ \$50,000 to \$59,999 |
| 4 ___ \$20,000 to \$24,999 | 9 ___ \$60,000 to \$99,999 |
| 5 ___ \$25,000 to \$29,999 | 10 ___ \$100,000 or more |

17. Do you speak a language other than English at home?

1 ___ No 2 ___ Yes (Specify language): _____

To be entered into the gift card raffle, provide your email:

THANK YOU FOR COMPLETING THE SURVEY



ENCUESTA A USUARIOS DE AUTOBÚS DE BCT

ESTIMADO USUARIO: BCT necesita su ayuda para mejorar el servicio de tránsito en el condado de Broward. Por favor complete esta encuesta y devuélvala al encuestador. **Si ya completó una encuesta como ésta, no es necesario completarla nuevamente.**

1. ¿Cuan probable es que recomiende BCT a un amigo o colega? (Circule un número del 1 al 10)

1 2 3 4 5 6 7 8 9 10
 Nada probable
→
 Extremadamente probable

2. ¿Cuál es el propósito principal de su viaje hoy?

- 1___ Trabajo 4___ Medico
 2___ Compras 5___ Asuntos Personales
 3___ Estudios 6___ Visita/recreación
 7___ Otro (Especifique): _____

3. ¿Por qué viajas en transporte público? (Selecciona hasta 3)

- 1___ No se/prefiero no conducir
 2___ No tengo carro disponible
 3___ Parra ahorrar dinero
 4___ Bueno para el medio ambiente
 5___ El autobús es más conveniente
 6___ El autobús es más Seguro/menos estresante
 7___ Puedo hacer otras cosas durante mi viaje
 8___ Otro (Especifique): _____

4. ¿Cómo haría este viaje si el servicio de autobús no estuviese disponible?

- 1___ Manejando 4___ Caminando/Silla de ruedas
 2___ Viajaria con alguien 5___ Taxi/Uber/Lyft
 3___ Bicicleta 6___ No haría el viaje
 7___ Otro (Especifique): _____

5. ¿Cuántas transferencias realizará en este viaje de ida?

___ 0 ___ 1 ___ 2 ___ 3 ___ 4 o mas

6. ¿Cuántos días por semana usa el servicio de BCT?

- 1___ 4 o más días 4___ Menos de un día cada semana
 2___ 2 o 3 días por semana 5___ Solo los fines de semana
 3___ 1 día 6___ Es la primera vez

7. ¿Desde hace cuánto tiempo usa el servicio de BCT?

- 1___ Menos de 6 meses 3___ 1 a 2 años
 2___ 6 meses a 1 año 4___ 2 años o más

8. ¿Cómo pagó su pasaje hoy?

- 1___ Efectivo en el autobús
 2___ En la aplicación de mi teléfono
 3___ Compre un pase de papel en línea
 4___ Compre un pase de papel en persona
 5___ Otro (Especifique): _____

9. ¿Cuál de los siguientes preferiría?

- 1___ Caminar 10 min hasta un bus que llega cada 30 min
 2___ Caminar 15 min hasta un bus que llega cada 10 min
 3___ No estoy seguro

10. ¿Alguno de los siguientes afecta su capacidad para viajar en autobús? (Marque todo lo que corresponda)

- 1___ Falta de aceras
 2___ Falta de cruces peatonales
 3___ Falta de banco o refugio en la parada de autobús
 4___ La parada de autobús más cercana está demasiado lejos
 5___ Otro (Especifique): _____

11. Al pensar en su experiencia con BCT durante los últimos 30 días, ¿cuál fue su grado de satisfacción con...?

	Muy Satisfecho	Neutro	No Satisfecho
A. Frecuencia del servicio	5	4	3
B. Facilidad y numero de transferencias	5	4	3
C. Horas de servicio (temprano/tarde)	5	4	3
D. Distancia a la parada de autobús	5	4	3
E. Bancos de paradas de autobús	5	4	3
F. Seguridad	5	4	3
G. Autobuses a tiempo	5	4	3
H. Costo del viaje	5	4	3
I. Limpieza de los buses	5	4	3
J. Comodidad de los buses	5	4	3

Usando las letras de la lista anterior, elija las tres que más le gustaría ver que BCT mejore.

1 _____ 2 _____ 3 _____

Para fines estadísticos, cuéntenos un poco sobre sí mismo(a). Todas las respuestas son confidenciales.

12. Su edad es...

- 1___ 17 años o menos 5___ 45 a 54 años
 2___ 18 a 24 años 6___ 55 a 59 años
 3___ 25 a 34 años 7___ 60 a 64 años
 4___ 35 a 44 años 8___ 65 años o mas

13. Usted es: 1___ Mujer 2___ Hombre 3___ X

14. Su origen étnico es...

- 1___ Negro/Afro-americano
 2___ Blanco/Caucasiano
 3___ Hispano/Latino
 4___ Asiático/Habitante de las islas del Pacífico
 5___ Indio Americano o nativo de Alaska
 6___ Dos o más orígenes
 7___ Otro (Especifique): _____

15. ¿Cuántos vehículos están disponibles en su casa?

- 1___ Uno 3___ Tres o más
 2___ Dos 4___ Ninguno

16. Su ingreso familiar anual total es de ...

- 1___ Menos de \$10,000 6___ \$30,000 a \$39,999
 2___ \$10,000 a \$14,999 7___ \$40,000 a \$49,999
 3___ \$15,000 a \$19,999 8___ \$50,000 a \$59,999
 4___ \$20,000 a \$24,999 9___ \$60,000 a \$99,999
 5___ \$25,000 a \$29,999 10___ \$100,000 o mas

17. ¿En su casa se habla otro idioma además del inglés?

- 1___ No 2___ Sí (Especifique): _____

Para participar en el sorteo de tarjetas de regalo, proporcione su correo electrónico:

GRACIAS POR COMPLETAR LA ENCUESTA



SONDAJ SOU SATISFAKSYON PASAJÈ BCT

CHÈ PASAJÈ: BCT bezwen èd ou pou amelyore sèvis transpò piblik nan Broward County. Tanpri konplete sondaj sa a epi voye l tounen bay anketè a. **Si w te reponn yon sondaj deja, ou pa bezwen reponn yon lòt ankò.**

1. Nab ki pwen ou ta rekòmande BCT bay yon zanmi oswa yon kòlèg? (Ansèkle yon nimewo de 1 a 10)

1 2 3 4 5 6 7 8 9 10
 Pa gen chans ditou → Gen gwo chans

2. Ki objektif prensipal ki fè w pran otobis la jodi a?

- 1 ___ Travay 4 ___ Rezon medikal
 2 ___ M pral achte 5 ___ Afè pèsònèl
 3 ___ Lekòl 6 ___ M an vizit/Plezi, detant
 7 ___ Lòt rezon (Presize): _____

3. Pou ki sa ou pran transpò piblik? (Chwazi jiska 3)

- 1 ___ Mwen pa konn kondui/mwen pito pa kondui
 2 ___ Mwen pa gen yon machin disponib
 3 ___ Pou mwen ekonomize lajan
 4 ___ Sa bon pou anviwònman an
 5 ___ Otobis pi konvenab
 6 ___ Otobis pi an sekirite/gen mwens estrès
 7 ___ Mwen kapab fè lòt bagay pandan mwen nan otobis la
 8 ___ Lòt rezon (Presize): _____

4. Kòman ou te ka fè deplasman sa a si pa te gen otobis?

- 1 ___ Kondui 4 ___ Mache/Chèz woulant
 2 ___ Yon moun ban m woulib 5 ___ Taksi/Uber/Lyft
 3 ___ Bisiklèt/Patinèt 6 ___ M pa t ap fè deplasman an
 7 ___ Lòt mwayen (Presize): _____

5. Konbyen transfè w pral pran pou ale sèlman kote w prale a?

___ 0 ___ 1 ___ 2 ___ 3 ___ 4 oswa plis

6. Konbyen jou pa semèn ou pran otobis BCT?

- 1 ___ 4 jou oswa plis 4 ___ Mwens pase yon jou
 2 ___ 2 ou 3 jou pa semèn 5 ___ Wikenn sèlman
 3 ___ 1 jou 6 ___ Se premye fwa mwen

7. Depi konbyen tan w ap pran otobis BCT?

- 1 ___ Mwens pase 6 mwa 3 ___ 1 ane a 2 ane
 2 ___ 6 mwa a 1 ane 4 ___ 2 ane oswa pi lontan

8. Ki jan w te peye frè transpò a jodi a?

- 1 ___ Lajan kach anndan otobis la
 2 ___ Ak telefòn mwen
 3 ___ Mwen te achte yon pas sou papye anliy
 4 ___ Mwen te achte yon pas sou papye an pèsòn
 5 ___ Lòt fason (Presize): _____

9. Nan chwa sa yo ki sa ou ta prefere?

- 1 ___ Mache 10 minit pou pran yon otobis ki pase chak 30 minit
 2 ___ Mache 15 minit pou pran yon otobis ki pase chak 10 minit
 3 ___ Mwen pa sèten

10. Èske gen youn nan bagay sa yo ki afekte kapasite w pou w pran otobis la? (Tcheke tout sa ki aplikab)

- 1 ___ Manke twotwa
 2 ___ Manke pasaj pou pyeton
 3 ___ Pa gen ban oswa abri nan arè otobis la
 4 ___ Arè otobis ki pi pre a twò lwen
 5 ___ Lòt bagay (Presize): _____

11. Lè w panse a esparyans ou avèk BCT pandan 30 jou ki sot pase yo, nan ki degre ou satisfè avèk...

	Trè satisfè	Ni pou Ni kont	Pa satisfè		
A. Konbyen fwa otobis yo pase	5	4	3	2	1
B. Fasilite ak kantite transfè yo	5	4	3	2	1
C. Lè sèvis la travay (bonè/ta)	5	4	3	2	1
D. Distans al nan arè otobis la	5	4	3	2	1
E. Ban arè otobis yo/abri yo	5	4	3	2	1
F. Sekirite	5	4	3	2	1
G. Otobis yo toujou a lè	5	4	3	2	1
H. Pri kous la	5	4	3	2	1
I. Pwòpte otobis yo	5	4	3	2	1
J. Konfò otobis yo	5	4	3	2	1

Sèvi ak lèt nan lis alfabetik pi wo la a, chwazi twa pami lèt sa yo ou ta plis vle wè BCT amelyore.

1 _____ 2 _____ 3 _____

Pou rezon estatistik, pale nou de wou.

Tout repons yo konfidansyèl. Tanpri sote kesyon sa a si w pito pa reponn.

12. Laj ou se...

- 1 ___ 17 an oswa pi piti 5 ___ 45 an a 54 an
 2 ___ 18 an a 24 an 6 ___ 55 an a 59 an
 3 ___ 25 an a 34 an 7 ___ 60 an a 64 an
 4 ___ 35 an a 44 an 8 ___ 65 an oswa plis

13. Ou se: 1 ___ Fi 2 ___ Gason 3 ___ X

14. Sa orijin etnik ou ye...

- 1 ___ Ameriken nwa / Afriken Ameriken
 2 ___ Blan
 3 ___ Panyòl
 4 ___ Azyatik / Moun zile pasifik yo
 5 ___ Endyen Ameriken oswa natif natal Alaska
 6 ___ De ras oswa plis
 7 ___ Lòt etnisite (Presize): _____

15. Konbyen veyikil a motè ki mache ki disponib lakay ou?

- 1 ___ Youn 3 ___ Twa ou plis
 2 ___ De 4 ___ Anyen ditou

16. Revni total chak ane tout moun nan kay la se...

- 1 ___ Mwens ke \$10,000 6 ___ \$30,000 a \$39,999
 2 ___ \$10,000 a \$14,999 7 ___ \$40,000 a \$49,999
 3 ___ \$15,000 a \$19,999 8 ___ \$50,000 a \$59,999
 4 ___ \$20,000 a \$24,999 9 ___ \$60,000 a \$99,999
 5 ___ \$25,000 a \$29,999 10 ___ \$100,000 oswa plis

17. Èske w pale yon lòt lang ki pa anglè lakay ou?

1 ___ Non 2 ___ Wi (Presize ki lang): _____

Pou w sa antre nan tiraj osò pou kat kado a, ba nou imel ou:

MÈSI DÈSKE OU KONPLÈTE SONDAJ LA



PESQUISA PARA PASSAGEIROS DE ÔNIBUS DA BCT

PREZADO PASSAGEIRO: A BCT precisa da sua ajuda para melhorar o serviço de trânsito no Condado de Broward. Por favor, preencha este formulário e devolva-a ao examinador. **Se você já preencheu este formulário, não precisa preencher-lo novamente.**

1. Qual é a probabilidade de você recomendar o BCT a um amigo ou colega? (Circule um número de 1 a 10)

1 2 3 4 5 6 7 8 9 10
 Não provável → Extremamente provável

2. Qual é o propósito principal da sua viagem de hoje?

- 1___ Trabalho 4___ Médico
 2___ Compras 5___ Negócios pessoais
 3___ Estudos 6___ Lazer/Recreação
 7___ Outro (Especificar): _____

3. Por que você anda de ônibus? (Selecione até 3)

- 1___ Não sei/prefiro não dirigir
 2___ Não tenho carro disponível
 3___ Para economizar dinheiro
 4___ Bom para o meio ambiente
 5___ O ônibus é mais conveniente
 6___ O ônibus é mais seguro/menos estressante
 7___ Posso fazer outras coisas durante a viagem
 8___ Outro (Especificar): _____

4. Como você faria esta viagem se o ônibus não estivesse disponível?

- 1___ De carro 4___ A pé/Cadeira de rodas
 2___ De carona 5___ Taxi/Uber/Lyft
 3___ De bicicleta 6___ Não faria a viagem
 7___ Outro (Especificar): _____

5. Quantas transferências você fará nesta viagem de ida?

___ 0 ___ 1 ___ 2 ___ 3 ___ 4 ou mais

6. Quantos dias por semana você viaja de ônibus da BCT?

- 1___ 4 ou mais 4___ Menos de um
 2___ 2 ou 3/semana 5___ Só fins de semana
 3___ 1 dia 6___ É a 1ª vez que uso

7. A quanto tempo você usa o transporte da BCT?

- 1___ Menos de 6 meses 3___ 1 a 2 anos
 2___ 6 meses a 1 ano 4___ 2 anos ou mais

8. Como você pagou sua passagem hoje?

- 1___ Dinheiro no ônibus
 2___ No aplicativo do meu celular
 3___ Comprou um passe online
 4___ Comprou um passe em pessoa
 5___ Outro (Especificar): _____

9. Qual dos seguintes você prefere?

- 1___ Caminhar 10 min até um ônibus que passa a cada 30 min
 2___ Caminhar 15 min até um ônibus que passa a cada 10 min
 3___ não tenho certeza

10. Algum dos itens a seguir afeta sua capacidade de andar de ônibus? (Marque todos as opções que são relevantes)

- 1___ Falta de calçadas
 2___ Falta de passarelas
 3___ Falta de banco no ponto de ônibus
 4___ O ponto de ônibus mais próximo fica muito longe
 5___ Outro (Especificar): _____

11. Pensando em sua experiência como passageiro do BCT nos últimos 30 dias, quão satisfeito você está com...

	Muito satisfeito	Neutro	Não satisfeito
A. Frequência do serviço	5	4	3
B. Facilidade e número de transferências	5	4	3
C. Horário de serviço (cedo/atrasado)	5	4	3
D. Distância até o ponto de ônibus	5	4	3
E. Bancos/abrigos para pontos de ônibus	5	4	3
F. Segurança	5	4	3
G. Puntualidade dos Ônibus	5	4	3
H. Custo da viagem	5	4	3
I. Limpeza dos ônibus	5	4	3
J. Conforto dos ônibus	5	4	3

Usando as letras da lista acima, escolha as três que você mais gostaria de ver o BCT melhorar.

1 _____ 2 _____ 3 _____

Para fins estatísticos, nos conte um pouco mais ao seu respeito. Todas as respostas são confidenciais. Ignore se preferir não responder.

12. Sua idade é...

- 1___ 17 anos ou menos 5___ 45 a 54 anos
 2___ 18 a 24 anos 6___ 55 a 59 anos
 3___ 25 a 34 anos 7___ 60 a 64 anos
 4___ 35 a 44 anos 8___ 65 anos ou mais

13. Você é: 1___ Mulher 2___ Homem 3___ X

14. Sua origem étnica é...

- 1___ Afro-americano
 2___ Branco
 3___ Hispânico/Latino
 4___ Asiático/Habitante das ilhas do Pacífico
 5___ Índio Americano ou nativo do Alaska
 6___ Duas ou mais raças
 7___ Outra (Especificar): _____

15. Quantos veículos funcionais há na sua casa?

- 1___ Um 3___ Três ou mais
 2___ Dois 4___ Nenhum

16. A renda total familiar anual é de...

- 1___ Menos de \$10.000 6___ \$30.000 a \$39.999
 2___ \$10.000 a \$14.999 7___ \$40.000 a \$49.999
 3___ \$15.000 a \$19.999 8___ \$50.000 a \$59.999
 4___ \$20.000 a \$24.999 9___ \$60.000 a \$99.999
 5___ \$25.000 a \$29.999 10___ \$100.000 ou mais

17. Você fala outro idioma além do inglês na sua casa?

- 1___ Não 2___ Sim (especifique-os): _____

Para participar do sorteio, providencie seu e-mail:

OBRIGADO POR RESPONDER AO INQUÉRITO

Appendix C

Trend Analysis and Peer Review



Trend Analysis and Peer Review

To assess how efficiently BCT provides fixed-route and paratransit service and how effectively those services meet the needs of its customers, a trend analysis and peer review was conducted. A trend analysis is a tool used to evaluate changes in performance within the agency over a given timeframe, and a peer review provides a comparison between BCT and transit agencies of similar characteristics during a single year. Taken together, these analyses provide important insights into the financial and operational health of an organization.

This section presents a summary of key findings of the trend analysis and peer review of BCT's fixed-route and demand-response operations. The full report can be found in Appendix C. To complete these analyses, various performance measures were derived from the most recently available National Transit Database (NTD) data. The trend analysis was conducted over a five-year period (FYs 2017–2021), and the peer analysis was conducted for FY 2021. FY 2021 NTD data were used for the peer analysis because FY 2022 data were not available at the time of this analysis.

For both the trend analysis and peer review, three categories of indicators and performance measures were analyzed:

- *General Performance Measures* provide an assessment of overall levels of service supplied and consumed, as well as general financial and service area characteristics.
- *Service Effectiveness Measures* calculate how many passengers are served per unit of service provided, how well an agency deploys its resources, and the degree to which service is provided within the service area.
- *Service Efficiency Measures* indicate the extent to which cost efficiency is achieved, or the costs in relation to units of service provided and benefits realized.

The trend analysis and peer review are organized by the type of measure or indicator and include statistics, figures, and tables to illustrate BCT's performance over the past five years and in comparison to the selected peer cohort. The following sections provide a summary of the peer selection process, a definition of the selected performance measures, highlights by performance measure, and finally a summary of key findings.

Peer System Selection

The peer review provides an opportunity for BCT to compare its system-wide effectiveness and efficiency indicators with other peer transit systems to determine how well BCT is performing compared to similar and “aspirational” transit agencies. The list of potential peers in **Table C-1** was developed using a peer selection methodology developed by Benesch using 2021 NTD reports and BCT staff input. Peer groups typically comprise six to eight peers. Selected performance indicators,

effectiveness measures, and efficiency measures are then used to illustrate the performance of BCT’s fixed-route system relative to the peer group.

The peer systems for selection were drawn from the pool of transit agencies within the Sunbelt states (KY, GA, FL, AL, NC, SC, TN, CA, AZ, NM, VA, TX, LA, and OH). All transit systems in these states were analyzed based on eight indicators—six operating characteristics (average speed, passenger trips, revenue miles, revenue hours, vehicles operated in maximum service, and total operating expense) and two exogenous variables (service area population and service area population density). To select the systems most comparable with BCT, each indicator’s value for BCT was used as a base number. From this, 80%, 90%, 110%, and 120% of BCT indicator values were calculated, respectively. Potential peers were then assigned a score for each of the indicators based on the following criteria:

- Peers falling between 90% and 110% of the BCT value were awarded 1.0 point.
- Peers falling between 80% and 90% of the BCT value or between 110% and 120% were awarded 0.5 points.
- Peers falling below 80% or above 120% of the BCT value were awarded 0.0 points.

The total score for each of the indicators by corresponding peers were then summed based on the above criteria. While some of these peers operate other modes like commuter rail and light rail, these performance measures were compared for the motorbus mode only.

In addition to the 8-factor analysis, BCT considered past peers, regional peers, and aspirational peers, meaning those operating premium services similar to those proposed under Broward County’s PREMO plan. Each peer selected was identified for its similarity to BCT, identified through the 8-variable method, or as a past, regional or aspirational peer.

Table C-1 Selected Peers

Peer	Reason
Miami-Dade Transit	Regional, 2018 Peer, 2013 Peer
Palm Tran	Regional, 2018 Peer, 2013 Peer
Central Florida Regional Transportation Authority (LYNX)	2018 Peer, 2013 Peer, 2021 8-Variable Method, Aspirational
Greater Cleveland Regional Transit Authority (GCRTA)	2021 8-Variable Method
Valley Transportation Authority (San Jose)	2018 Peer, 2013 Peer, 2021 8-Variable Method
Orange County Transportation Authority (OCTA)	2018 Peer, 2021 8-Variable Method, Aspirational
Southwestern Ohio Regional Transit Authority (Cincinnati)	2021 8-Variable Method, Aspirational
VIA Metropolitan Transit Authority (San Antonio)	2018 Peer, 2013 Peer, Aspirational

Trend Analysis and Peer Review | Fixed Route

Once the peers were selected, a multitude of measures from the three performance categories were analyzed to evaluate the trend of the fixed-route service and its peer standings. **Table C-2** lists the performance measures by category used in the fixed-route trend analysis and peer review.

Table C-2 Fixed-Route Trend Analysis and Peer Review Performance Measures

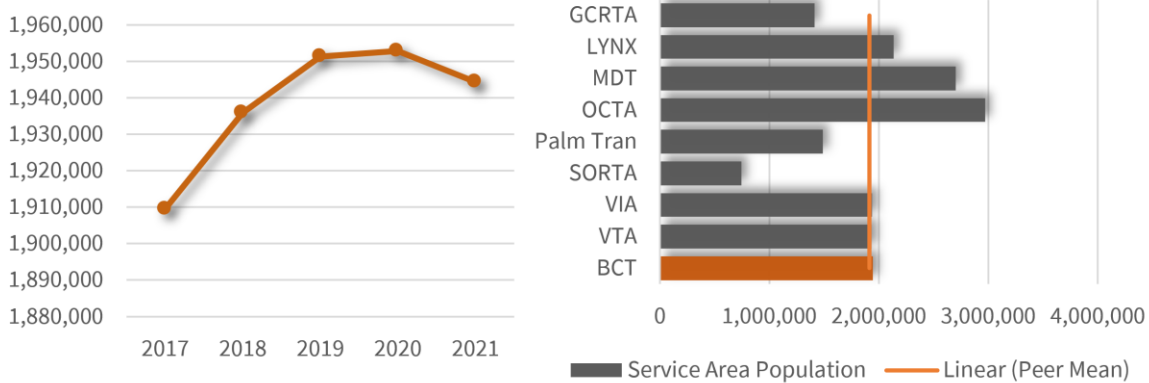
General Performance	Service Effectiveness	Service Efficiency
– Service Area Population	– Vehicle Miles per Capita	– Operating Expense per Capita
– Service Area Population Density	– Passenger Trips per Capita	– Operating Expense per Passenger Trip
– Passenger Trips	– Passenger Trips per Revenue Mile	– Operating Expense per Passenger Mile
– Average Passenger Trip Length	– Passenger Trips per Revenue Hour	– Operating Expense per Revenue Mile
– Passenger Miles	– Passenger Trips per Vehicles in Maximum Service	– Farebox Recovery Ratio
– Vehicle Miles	– Revenue Service Interruptions	
– Revenue Miles	– Revenue Miles between Incidents	
– Route Miles	– Revenue Miles between Failures	
– Revenue Hours	– Revenue Miles per Vehicle Mile	
– Total Operating Expense	– Revenue Hours per Employee FTE	
– Total Employees FTE	– Passenger Trips per Employee FTE	
– Vehicles Operated in Maximum Service	– Vehicle Miles per Gallon	
– Total Gallons Consumed	– Average Age of Fleet	
– Average Fare		

The following provides a trend analysis and peer review graph for each measure in Table C-2.

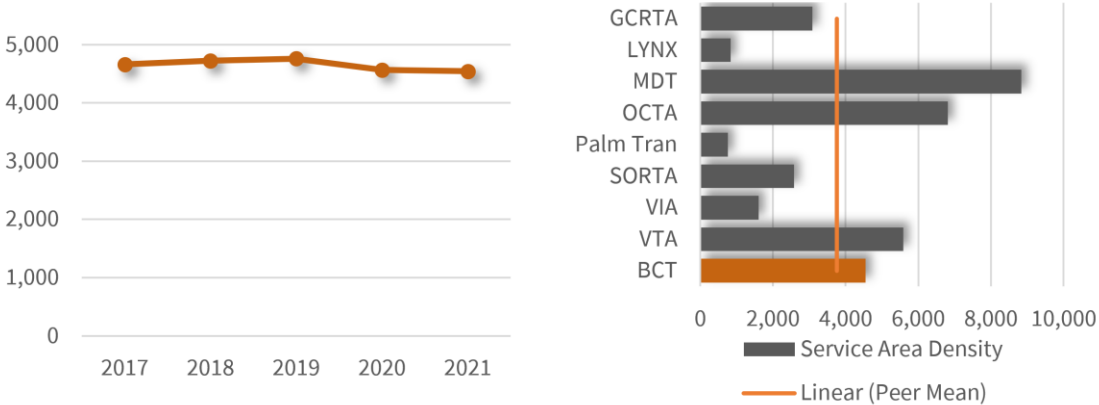
Fixed-Route Service

General Performance Indicators

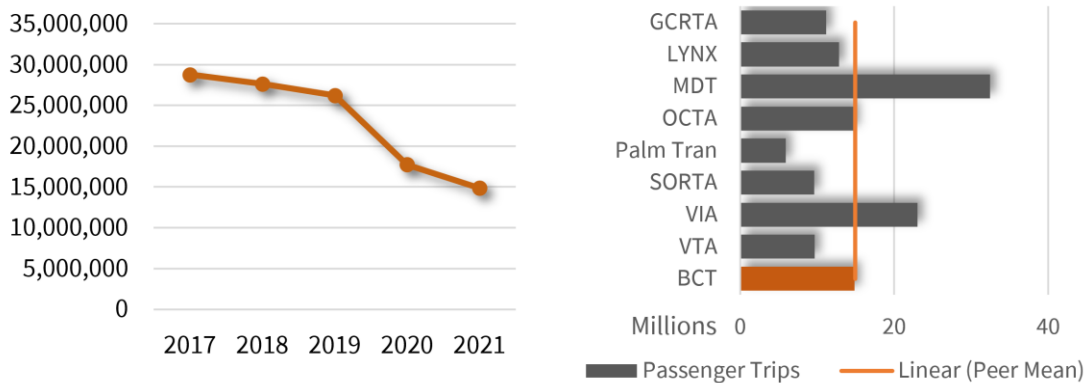
Service Area Population



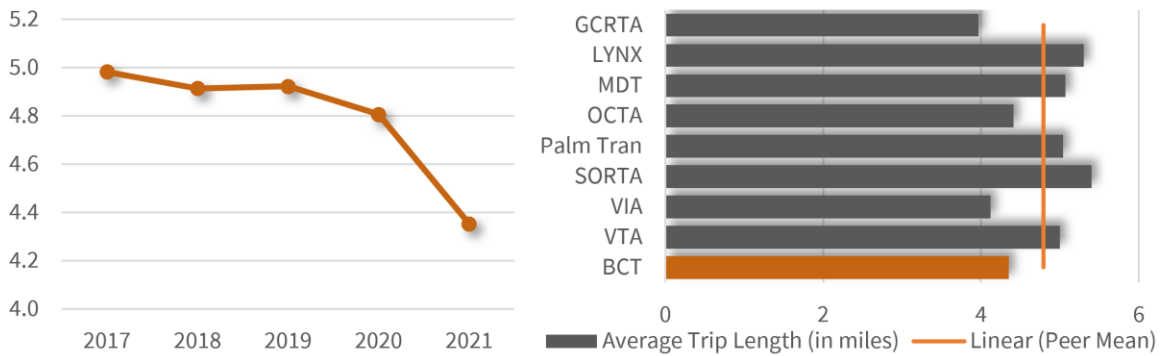
Service Area Density



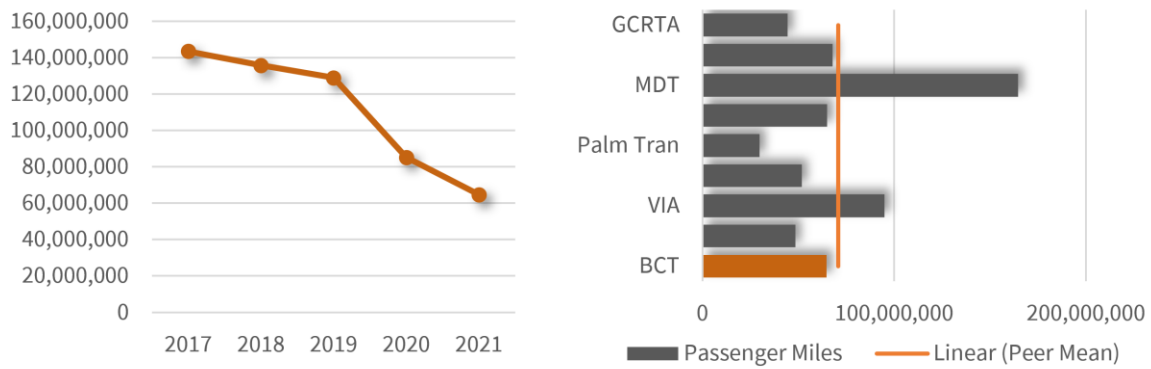
Passenger Trips



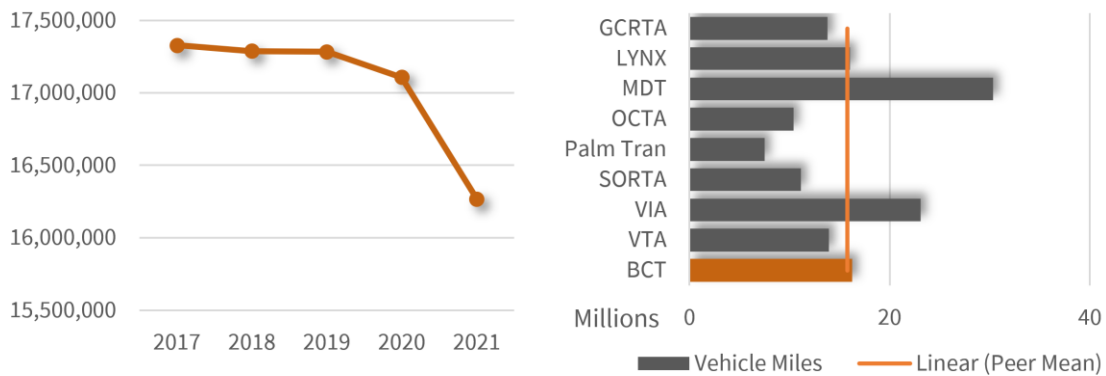
Average Trip Length (in miles)



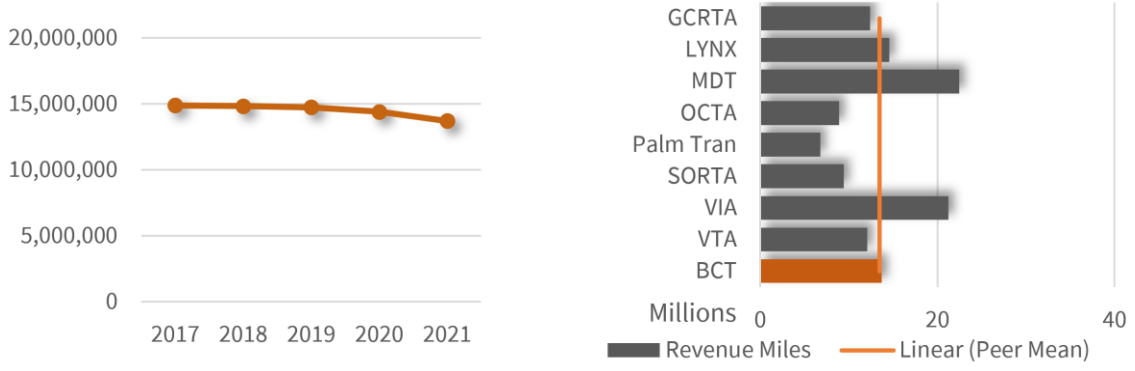
Passenger Miles



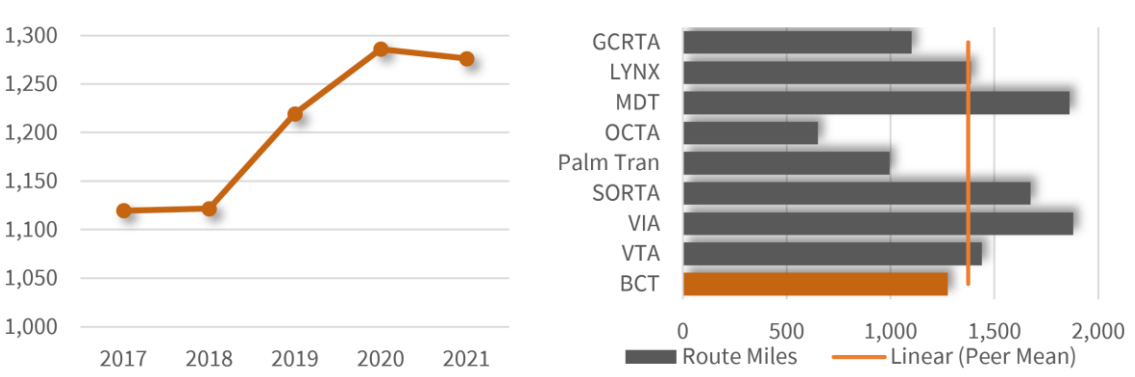
Vehicle Miles



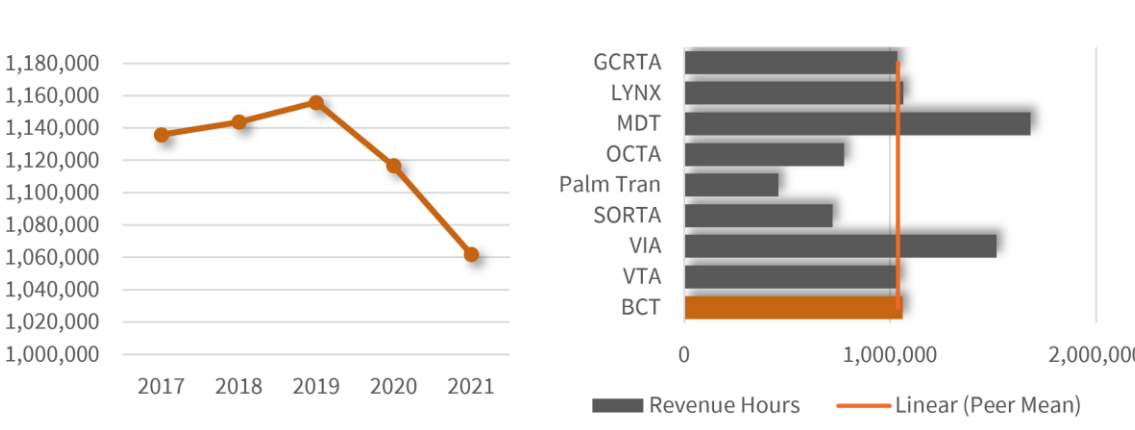
Revenue Miles



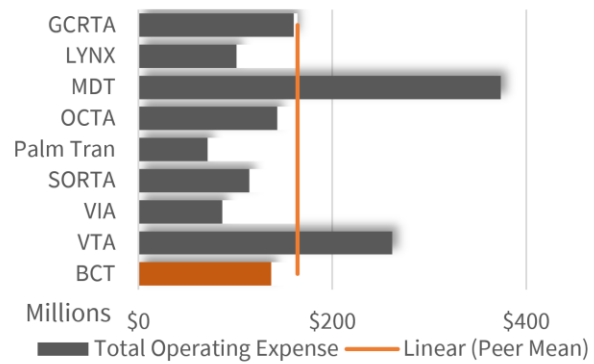
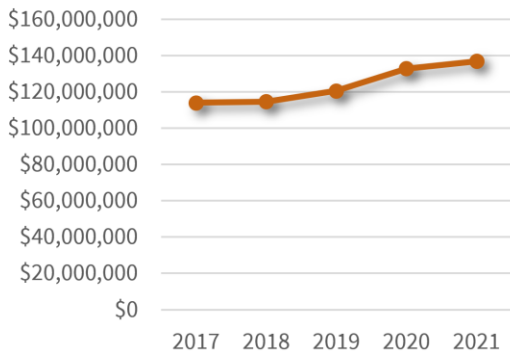
Route Miles



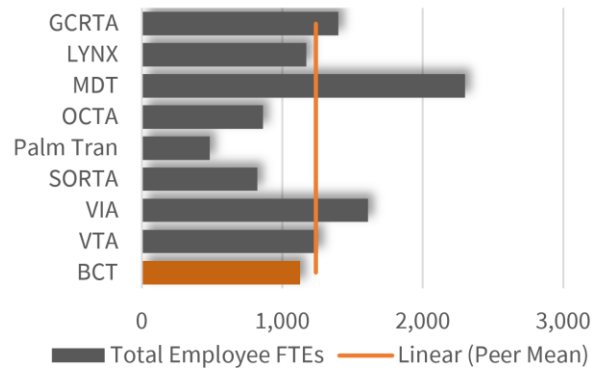
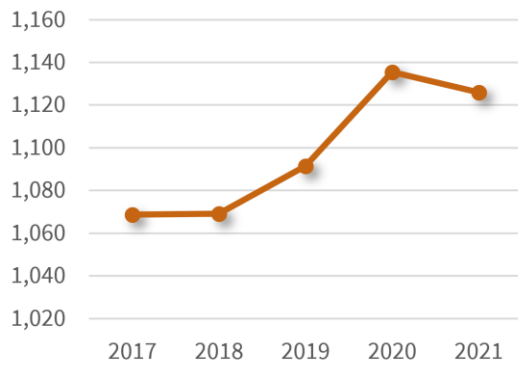
Revenue Hours



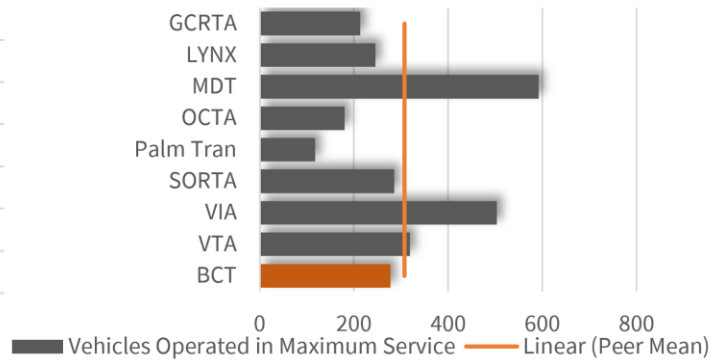
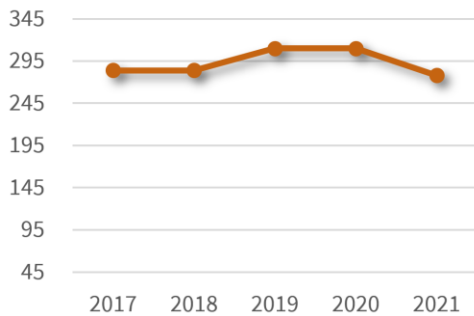
Total Operating Expense



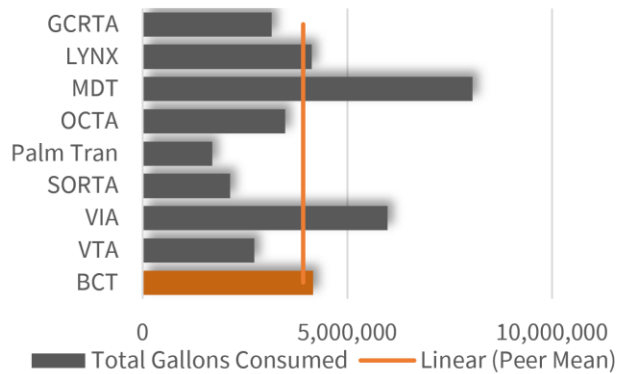
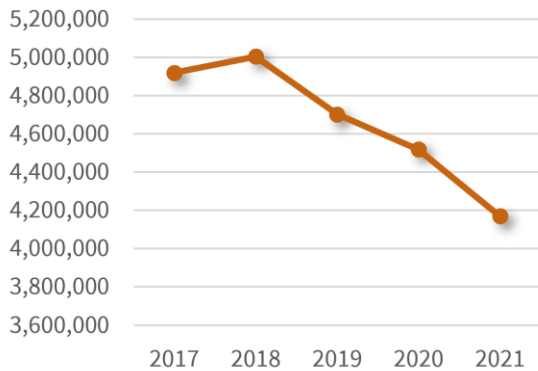
Total Employee FTEs



Vehicles Operated in Maximum Service

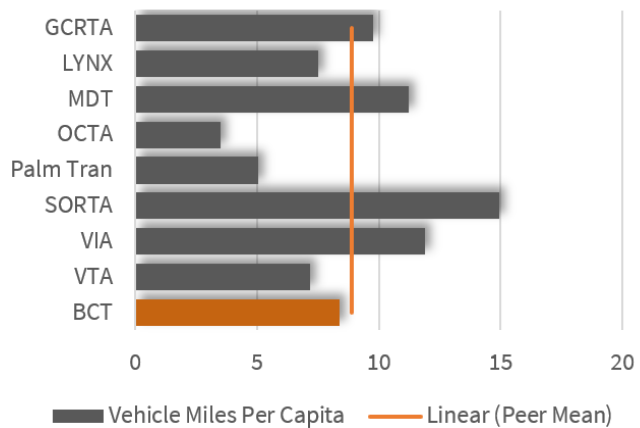
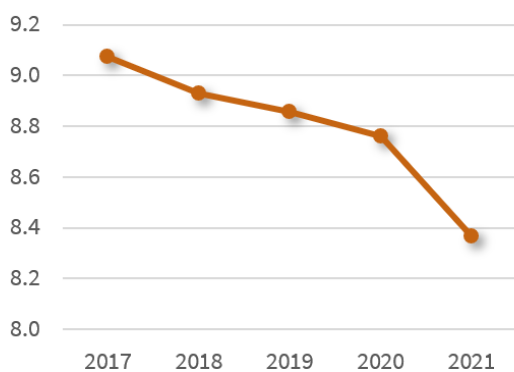


Total Gallons Consumed

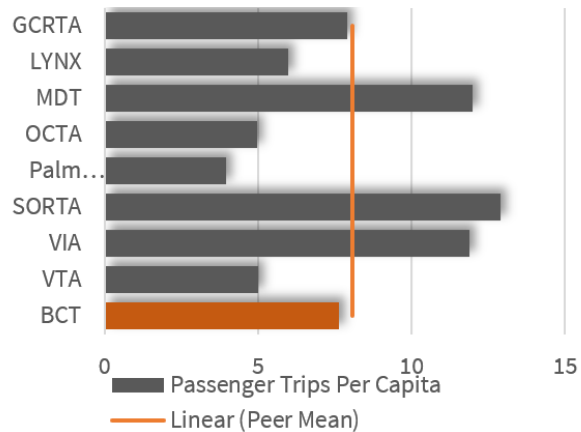
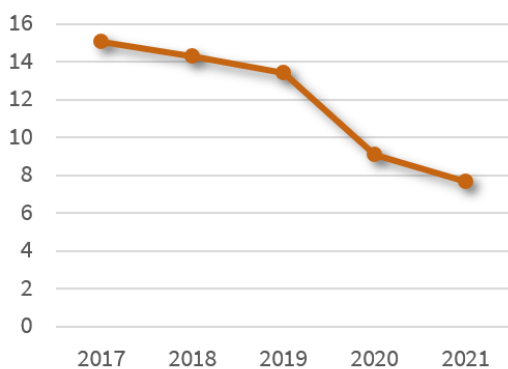


Effectiveness Measures

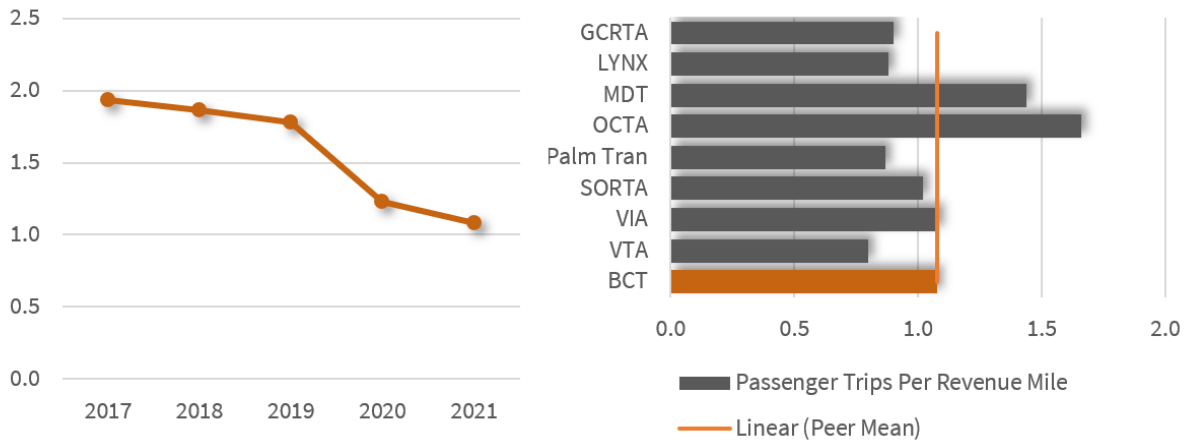
Vehicle Miles per Capita



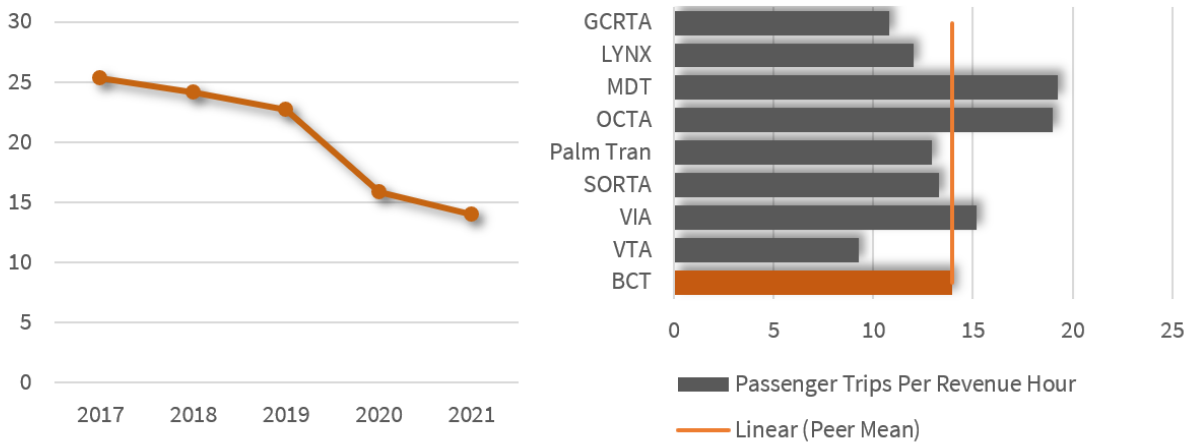
Passenger Trips per Capita



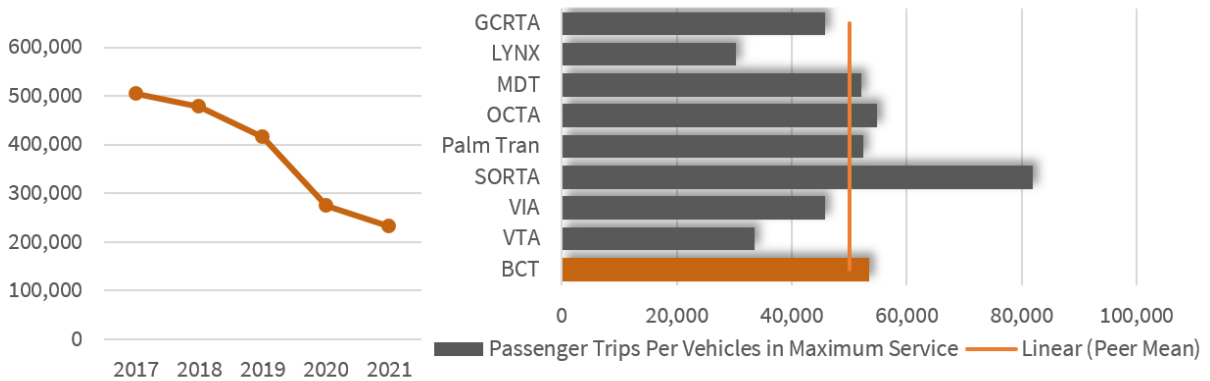
Passenger Trips per Revenue Mile



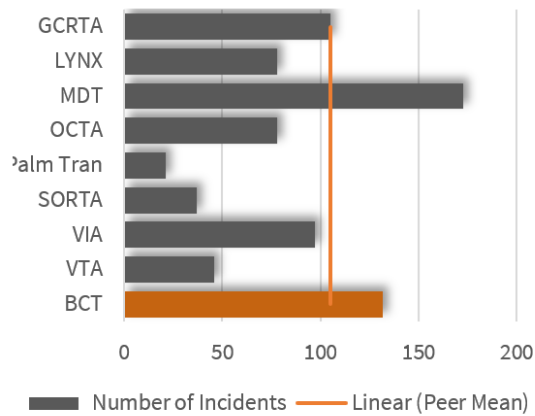
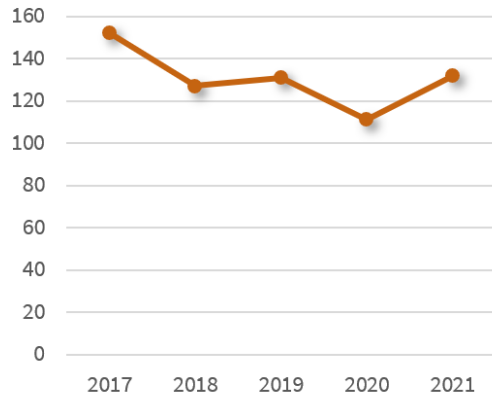
Passenger Trips per Revenue Hour



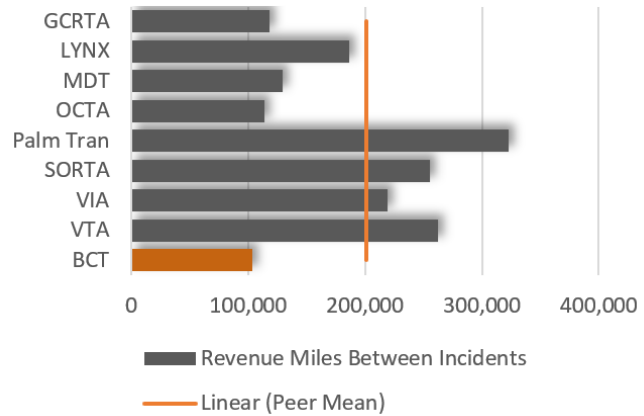
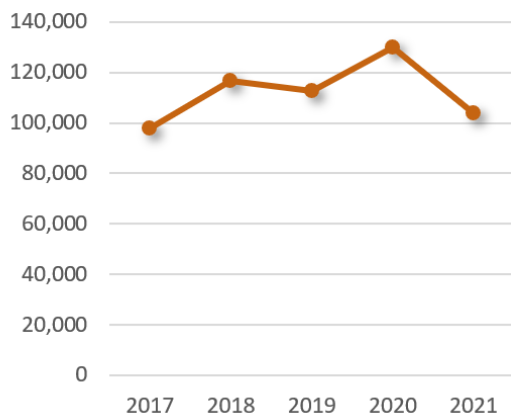
Passenger Trips per Vehicles in Maximum Service



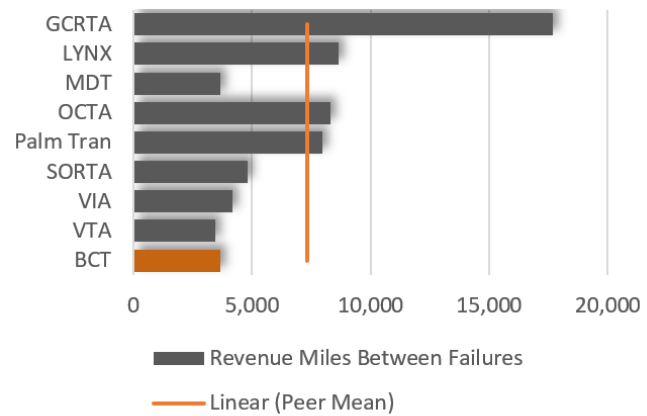
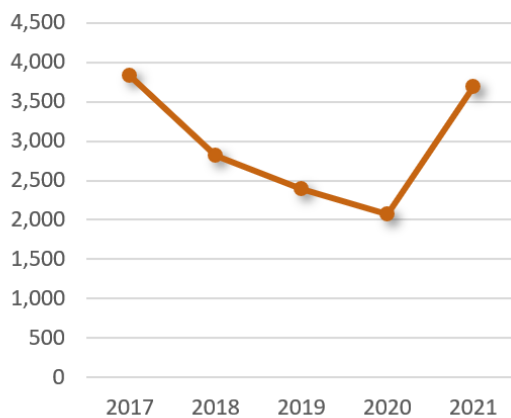
Revenue Service Interruptions



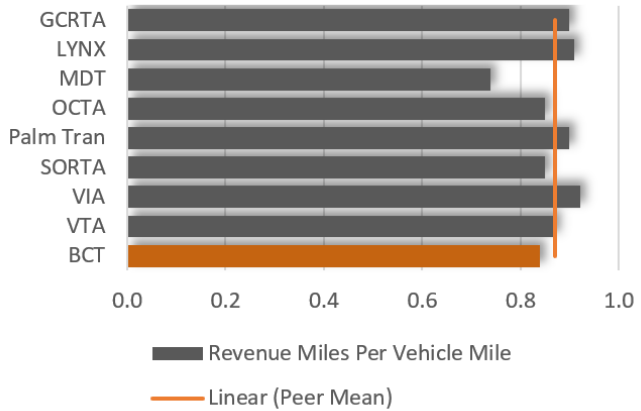
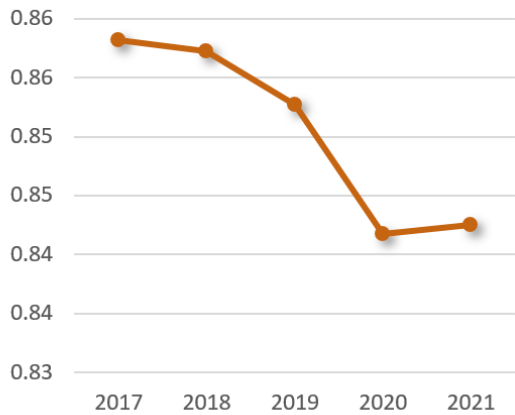
Revenue Miles Between Incidents



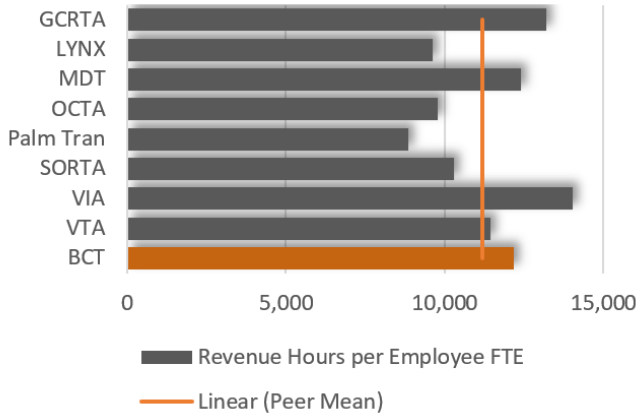
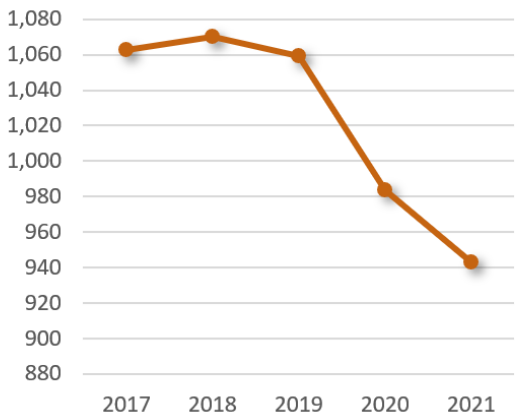
Revenue Miles Between Failures



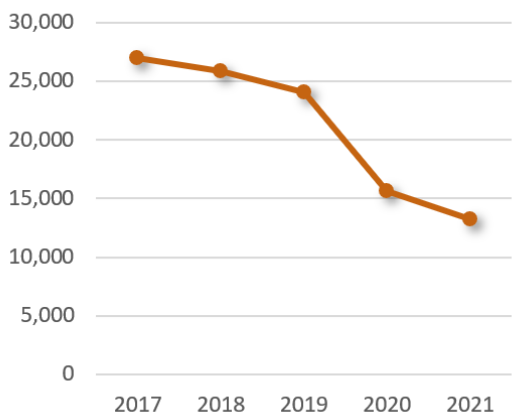
Revenue Miles per Vehicle Mile



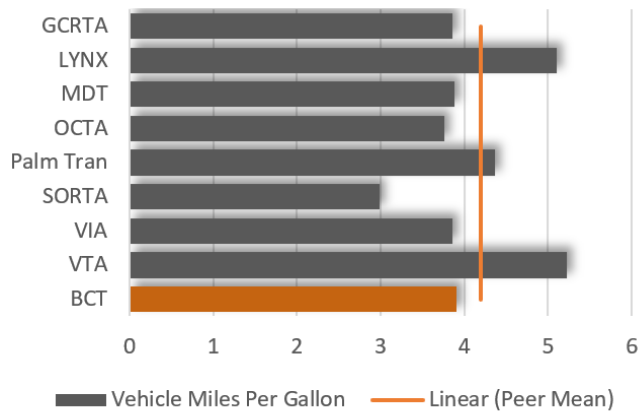
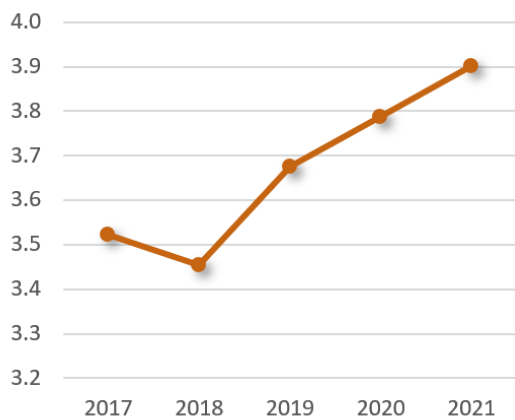
Revenue Hours per Employee FTE



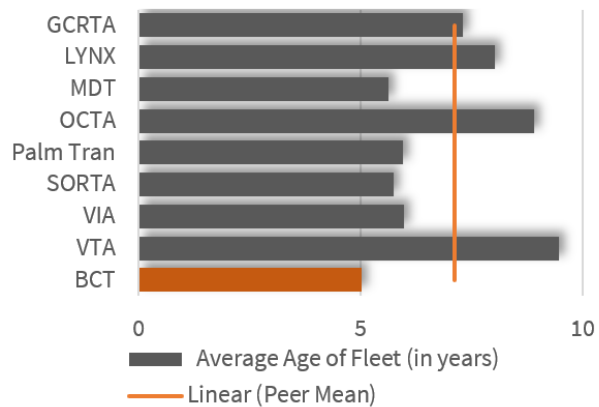
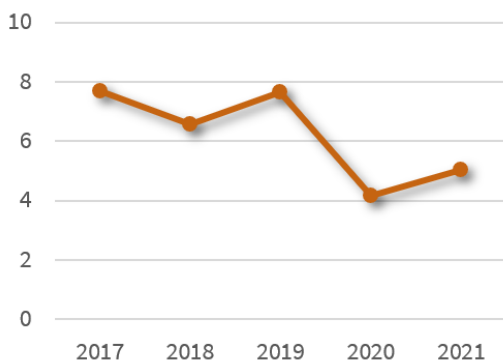
Passenger Trips per Employee FTE



Vehicle Miles per Gallon

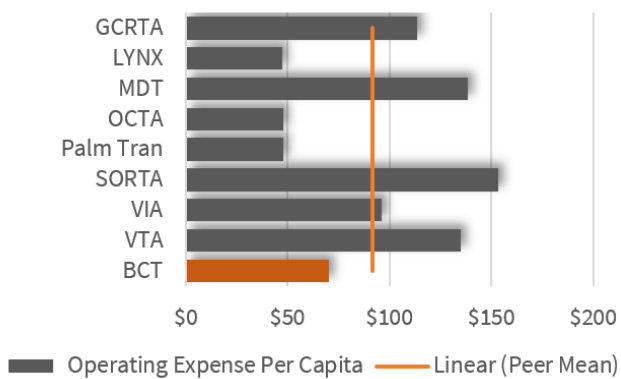
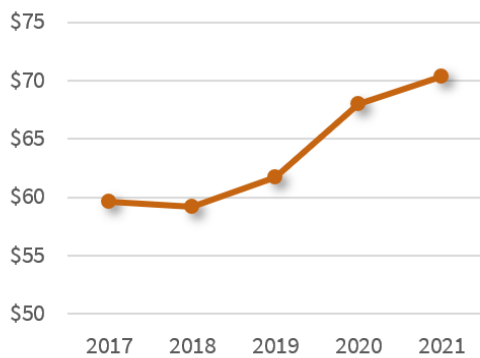


Average Age of Fleet

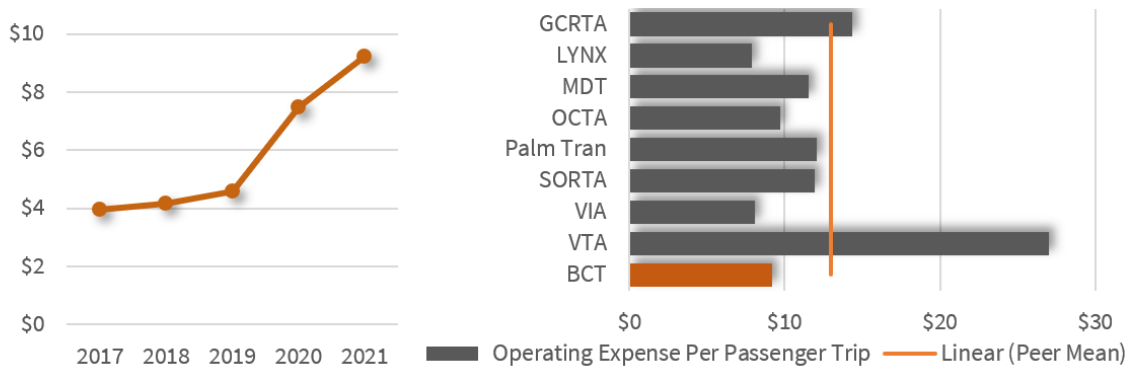


Efficiency Measures

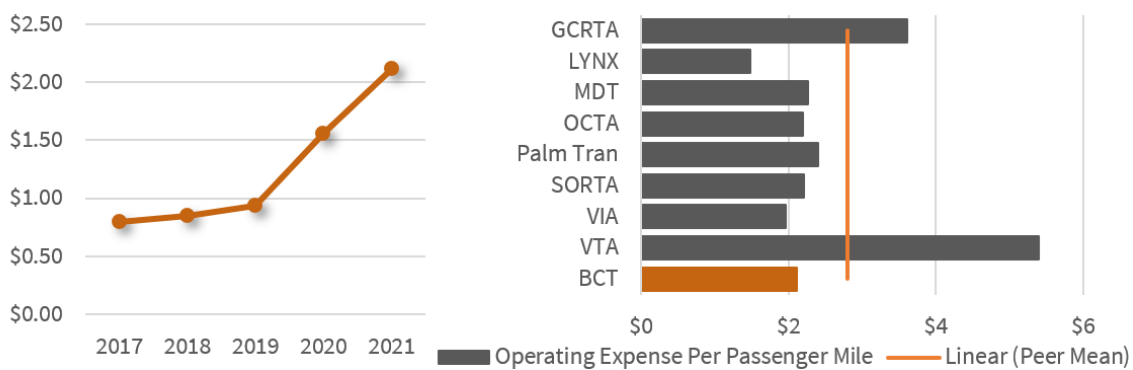
Operating Expense per Capita



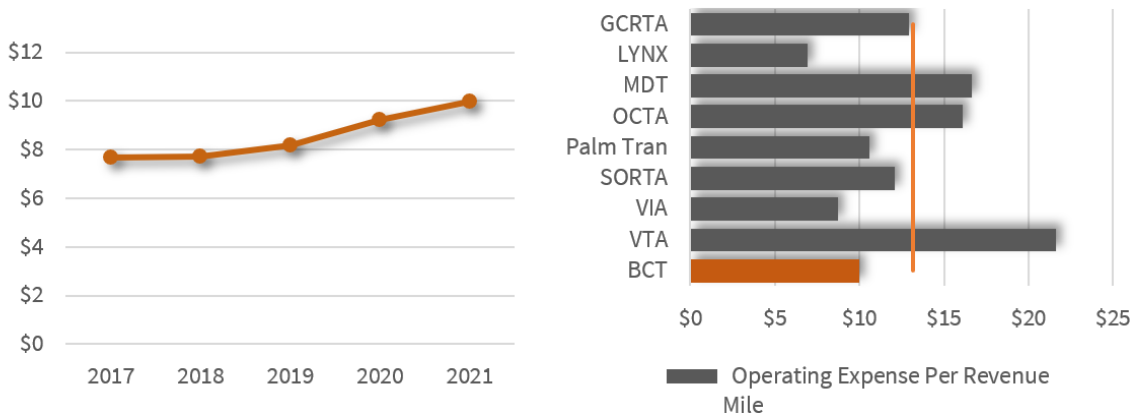
Operating Expense per Passenger Trip



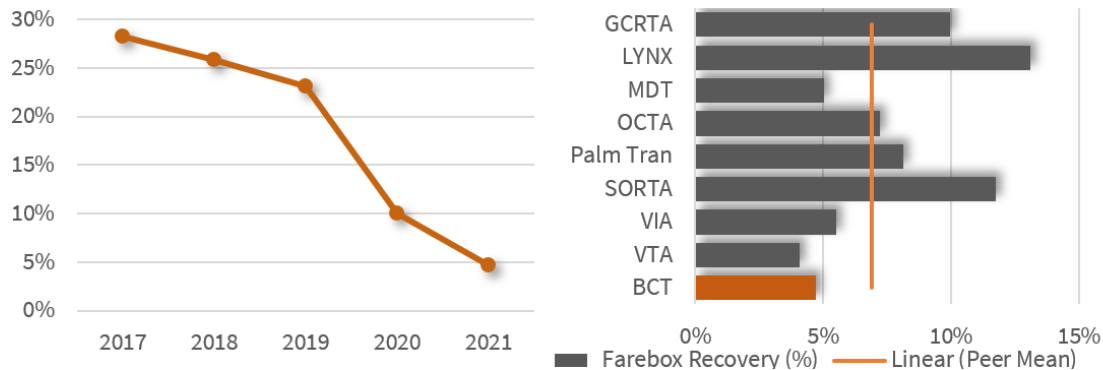
Operating Expense per Passenger Mile



Operating Expense per Revenue Mile



Farebox Recovery (%)



Trend Analysis and Peer Review | Demand Response

Like the fixed-route service, a multitude of measures from the three (3) performance categories were analyzed to evaluate the trend of BCT’s demand response service and its peer standings. **Table C-3** lists the performance measures by category used in the demand response trend and peer analysis.

Table C-3 Demand Response Trend Analysis and Peer Review Performance Measures

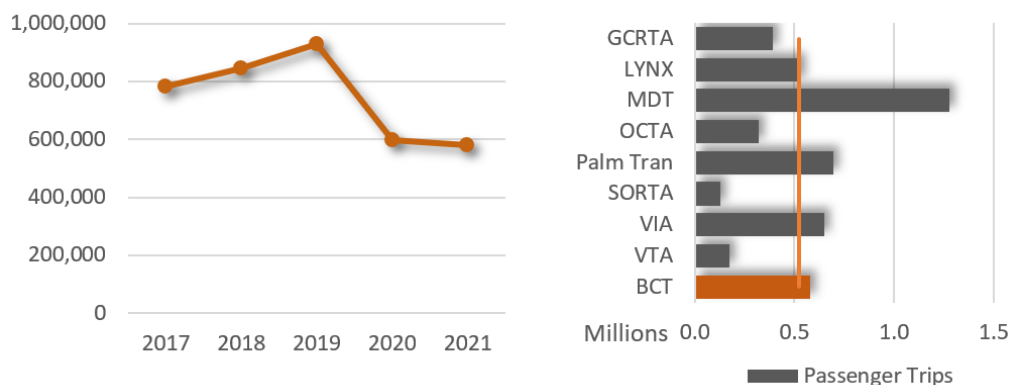
General Performance	Service Effectiveness	Service Efficiency
<ul style="list-style-type: none"> – Passenger Trips – Passenger Miles – Vehicle Miles – Revenue Miles – Total Operating Expense – Vehicles Operated in Maximum Service 	<ul style="list-style-type: none"> – Passenger Trips per Revenue Mile – Passenger Trips per Revenue Hour 	<ul style="list-style-type: none"> – Operating Expense per Capita – Operating Expense per Passenger Trip – Operating Expense per Passenger Mile – Operating Expense per Revenue Mile

The following provides a trend analysis and peer review graph for each measure in Table C-3.

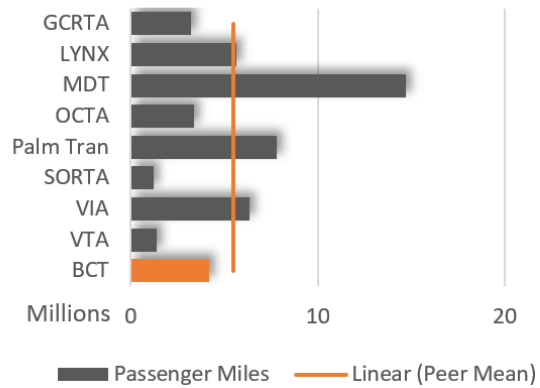
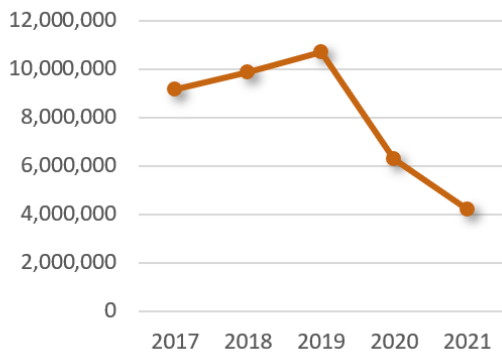
Demand Response

General Performance Indicators

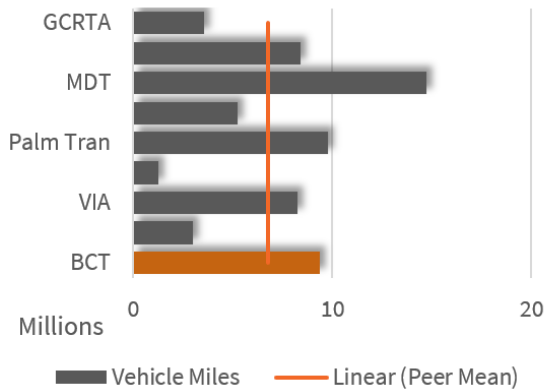
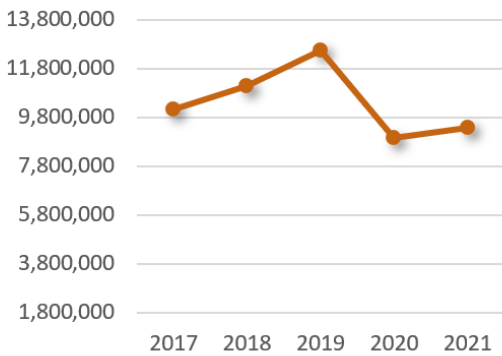
Passenger Trips



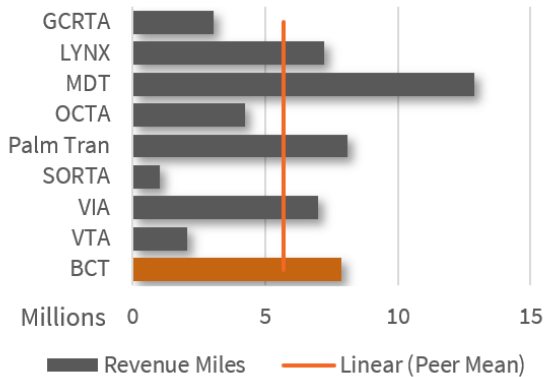
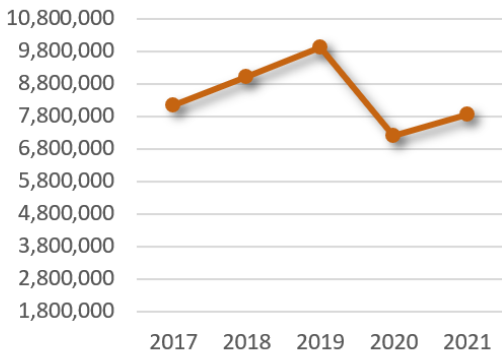
Passenger Miles



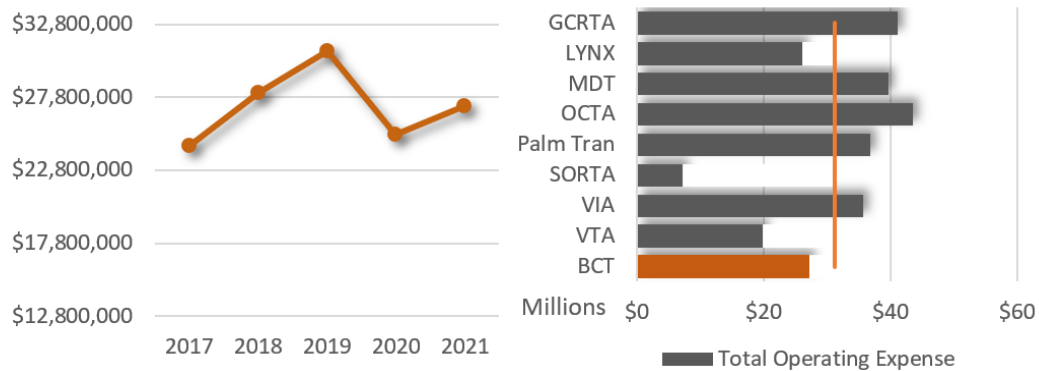
Vehicle Miles



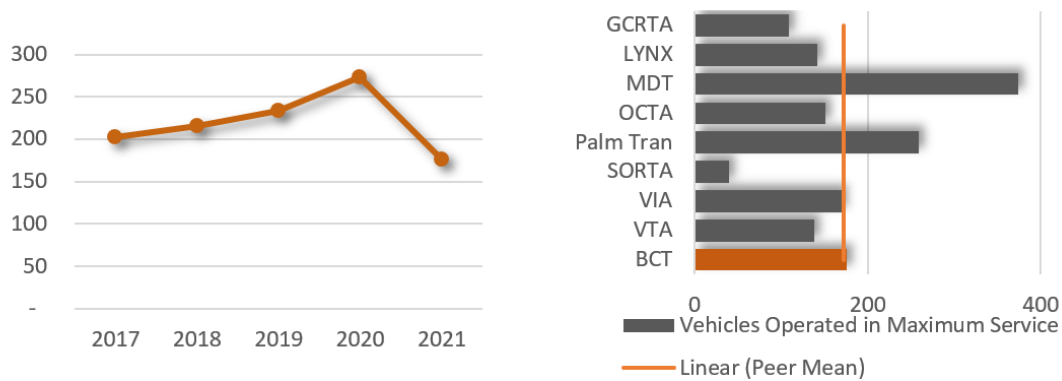
Revenue Miles



Total Operating Expense

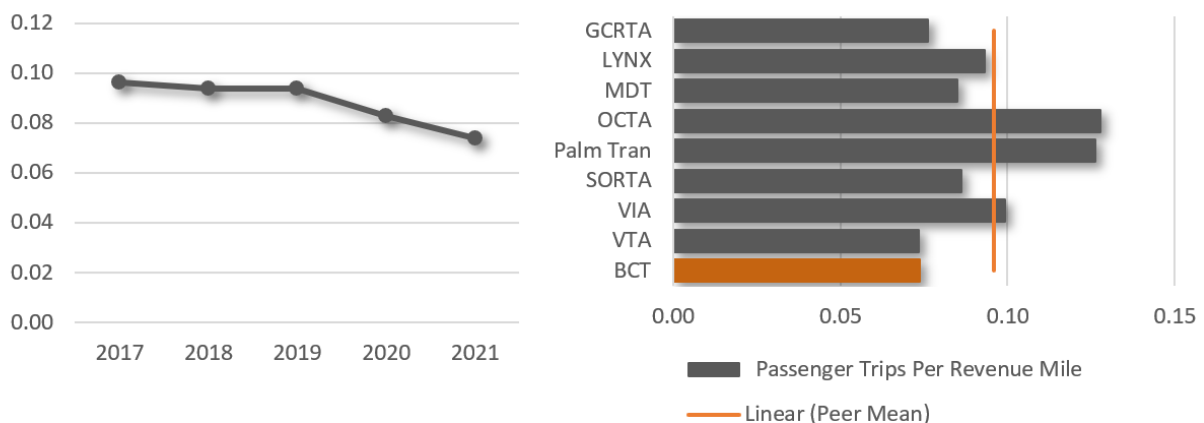


Vehicles Operated in Maximum Service

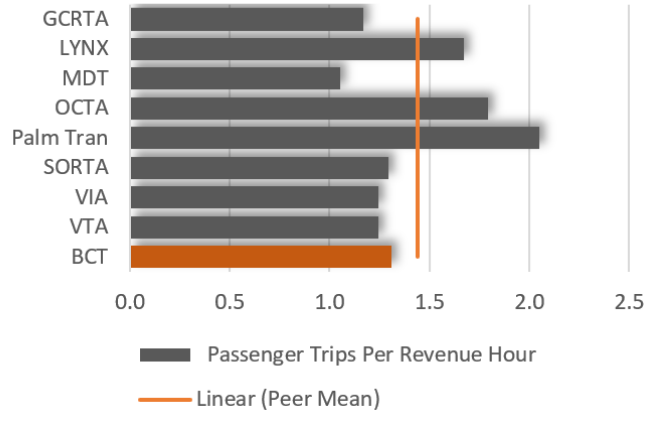
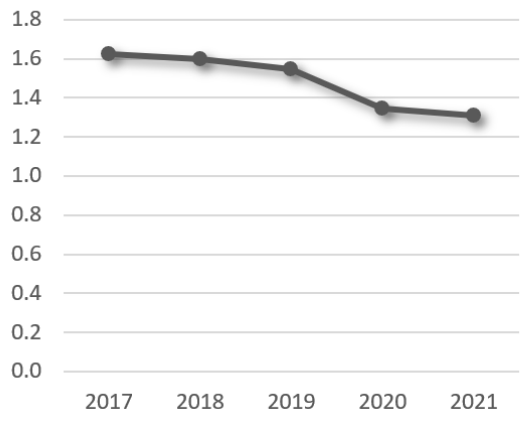


Effectiveness Measures

Passenger Trips per Revenue Mile

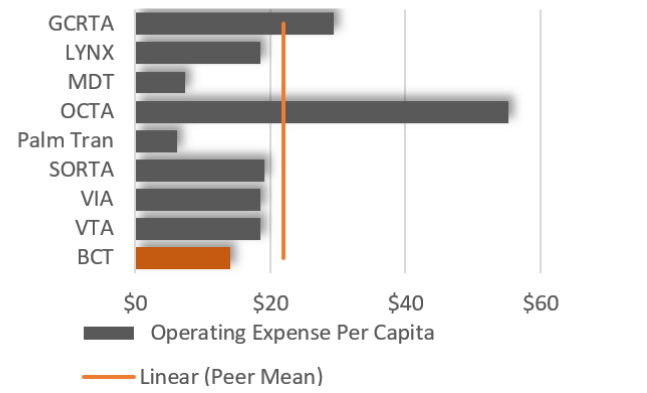
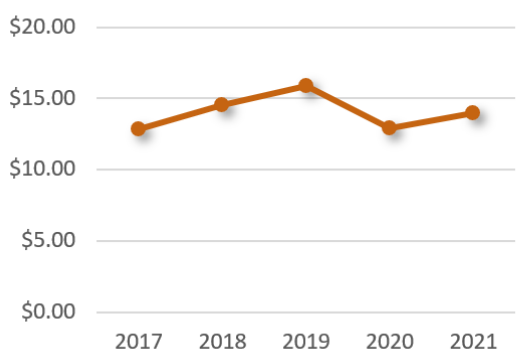


Passenger Trips per Revenue Hour

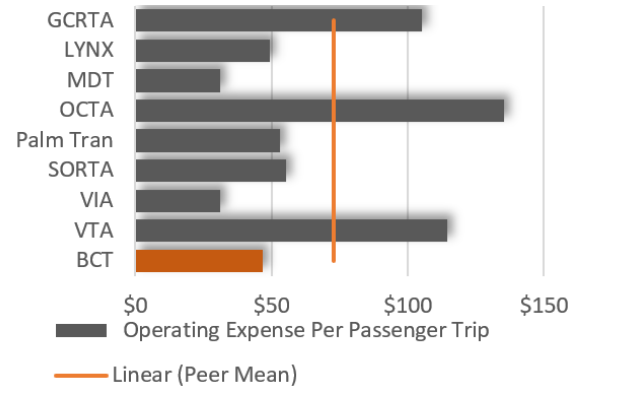
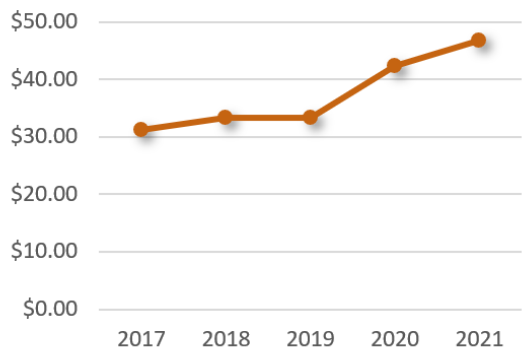


Efficiency Measures

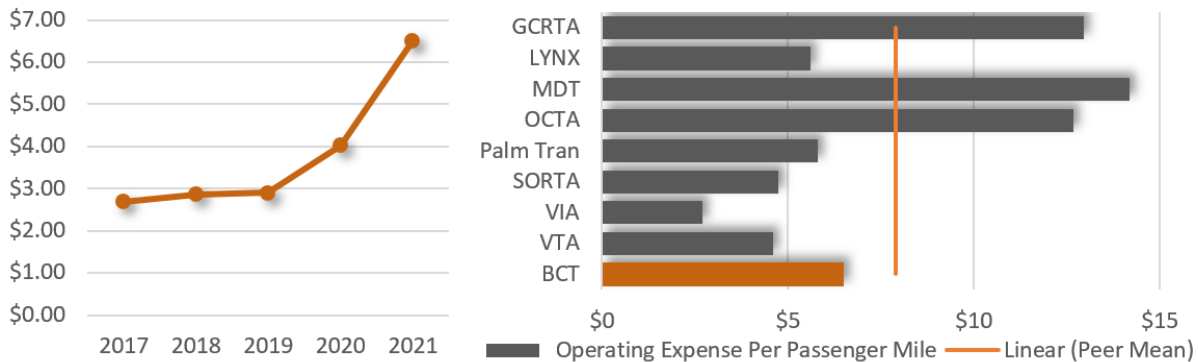
Operating Expense per Capita



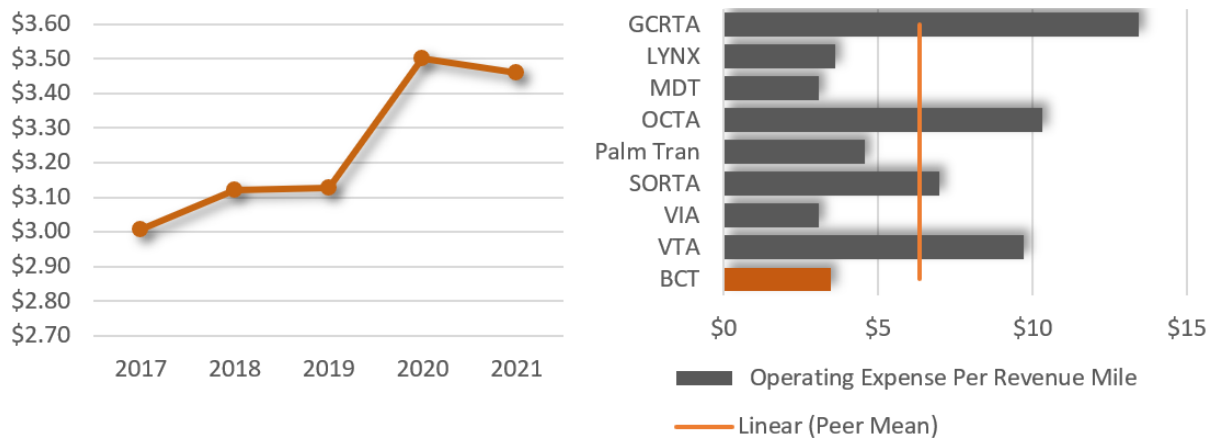
Operating Expense per Passenger Trip



Operating Expense per Passenger Mile



Operating Expense per Revenue Mile



Appendix D

Plan Review



Produced in support of the BCT Transit Development Plan FY 2024-2033, the plan review provides a summary of various local, state, and federal plans and policies affecting the provision of transit in Broward County. Federal and state impacts can be in the form of requirements or directives that Broward County must follow. Local impacts are more likely to result in policies that affect BCT’s ability to provide efficient transit service such as land use policies that incentivize density, which supports transit service.

It should be noted that many of these plans were developed before the COVID-19 pandemic. As these plans are updated, there may be significant shifts in findings and direction following the pandemic.

Table D-1: Plan Review

Plan	Summary	Key Takeaways
LOCAL PLANS		
<p>Mobility Advancement Program – Transportation Surtax Plan Broward County September 2022</p>	<p>The 30-year surtax plan, created following the successful 1-penny tax referendum passed in 2019, has the goals to enhance transit services, improve connectivity, improve traffic system management, enhance multimodal options, and increase economic development and benefits. The 2022 Annual report highlights the progress toward these goals.</p>	<ul style="list-style-type: none"> • Funded the Transit Systemwide Study, branded as PREMO. • Partially funded the implementation of electric vehicle charging infrastructure to service electric buses. • Funded \$13.6M in transit infrastructure improvements. • Funded the Late Shift Connect pilot program to provide vouchers for on-demand, direct transportation for late shift workers. • Funded the microtransit pilot program to provide on-demand late-night and early-morning transportation.
<p>PREMO Premium Mobility Plan Broward County Transit November 2022</p>	<p>PREMO Plan defines a vision for “world-class premium transit.” The plan identifies a program of high-capacity transit that is modern, convenient, attractive, safe, and reliable, including Bus Rapid Transit and signal priority planning.</p>	<ul style="list-style-type: none"> • PREMO’s goals are to improve mobility, integrate and serve the community, enhance economic development, improve safety, security, and environmental stewardship, and implement equitable transit. • The initial network is comprised of 23 north-south and east-west major roadways that have the potential to serve both existing and future mobility needs. • The top 20 roadways were evaluated and scored for each PREMO goal and will advance to the next PREMO step for further refinement as part of the development of PREMO.

Plan	Summary	Key Takeaways
PREMO Premium Mobility Plan Broward County Transit April 2023	The final PREMO recommendations.	<ul style="list-style-type: none"> • These recommendations included over 200 miles of new premium transit service projected to generate 23 million annual trips. It includes 100% electrified bus fleet, new ITS, and other enhancements. • The network includes Commuter Rail South (11.5 miles), LRT (23.3 miles), BRT (76 miles), and high frequency bus (100 miles).
2019-2028 Transit Development Plan Broward County Transit December 2018	The TDP is a 10-year plan for transit and mobility needs, cost and revenue projections, and community transit goals, objectives, and policies. This document is the prior TDP Major Update prepared by BCT.	<ul style="list-style-type: none"> • Five goals: promote economic development through transit investment, make BCT and transit provider of choice, achieve financial stability and efficiency, develop a quality BCT workforce, and implement a capital program plan to maintain state of good repair and introduce new tech. • Increasing population and employment will continue to increase travel demand throughout Broward County. • BCT experienced ridership declines across all market segments. • Transit will play an essential role in facilitating future growth and increased density. • BCT will likely serve an increasing role in providing connecting service to and from Brightline stations.
Commitment 2045 Metropolitan Transportation Plan Broward MPO December 2019	The MTP serves as LRTP in Broward County and is used to document current transportation conditions and needs of Broward County. It uses the data and public feedback to develop a multimodal transportation network plan for implementation through 2045.	<ul style="list-style-type: none"> • Goal to move people and goods, create jobs, and strengthen communities. • Reduction in single-occupancy vehicle trips, more transit supply, more transit used, and more transit accessibility were all improved upon, but targets were not completely reached. • Projects that increase transit ridership, transit services, transit frequency, and improve overall multimodal options are prioritized. • The Transportation Improvement Program (TIP) includes Intermodal Hub improvements, and the cost feasible plan includes multiple improvements for transit and rail, including bus rapid transit and rail connections.
Road to 2050 Metropolitan Transportation Plan Broward MPO Under Development	The MTP serves as the LRTP in Broward County and is used to document current transportation conditions and needs of Broward County. It uses the data and public feedback to develop a multimodal transportation network plan for implementation through 2050. It was	<ul style="list-style-type: none"> • The MTP’s goals were approved at the time of this plan review: <ul style="list-style-type: none"> ○ Safely Move People & Goods Provide a safe and reliable transportation system for all users. ○ Create Jobs Support economic development and prosperity through transportation investments that improve access to key employment centers and advance the region’s competitiveness. ○ Foster Resilient Communities Enhance communities and lives by promoting a resilient, accessible, and balanced transportation system.

Plan	Summary	Key Takeaways
	under development during the production of the TDP.	
Broward Vision: The Path Vision 2100 Broward MPO April 2020	Broward Vision: The Path to 2100 is an aspirational vision conceived to facilitate a paradigm shift from the historical approach to growth, development, and transportation investments that are not achieving the desired outcomes for the community.	<ul style="list-style-type: none"> • Safety is the number one priority, followed by road improvements, more/improved bus service, overpasses to improve congested intersections, more transportation hubs, and more/improved passenger rail service. • Notes that increased density in residential areas is needed as well as complementary land uses. It notes a need to change parking requirements. • Aim toward Complete Streets, which would include transit options and improved transit stop amenities. • Transit Vision 2100: <ul style="list-style-type: none"> ○ Frequent transit service (every 5 minutes during peak, operating 24/7) ○ Autonomous electric vehicle (EV) buses in bus-only lanes ○ Autonomous EV circulators ○ Smart Mobility Hubs serviced by all mobility types ○ Convenient rail transit ○ Technologically upgraded corridors ○ Efficient, fast, convenient transportation
Broward Complete Streets Master Plan (CSMP) Broward MPO March 2019	The CSMP created a prioritized list of Complete Streets projects, based on technical analyses and community input, to improve safety and inclusive multimodal mobility in Broward County.	<ul style="list-style-type: none"> • The 5E Model (Education, Engineering, Enforcement, Encouragement, Evaluation) was implemented so that the CSMP reflects both technical expertise and community input. • 152 Complete Streets recommendations were identified. They included improvements such as: <ul style="list-style-type: none"> ○ Enhanced bus corridors ○ Added/improved bicycle lanes ○ Added/improved furnishing zones ○ Added/improved sidewalks ○ Street lighting ○ Traffic calming
Multimodal Priorities List June 2023 Broward MPO	The Multimodal Priorities List (MMPL) queues cost-feasible but unfunded transportation projects from the MTP into the TIP so that funding and resources can be committed to these proposed projects.	<ul style="list-style-type: none"> • The MMPL allocates funding to six programs. Transit and mobility hubs are two of the programs, which are each allocated 10% of funds. <ul style="list-style-type: none"> ○ Transit and mobility hub projects include a commuter rail station, feasibility studies, and Bus Rapid Transit (BRT)
Complete Streets Guidelines 2.0 (CSG 2.0)	Broward MPO's Complete Streets Design Guidelines offer a universal	<ul style="list-style-type: none"> • Describes elements of Complete Streets and how they should be implemented in design. • Complete Streets elements which cater to transit include: <ul style="list-style-type: none"> ○ ADA-compliant boarding and alighting areas

Plan	Summary	Key Takeaways
Broward MPO October 2019	template for designing Complete Streets and reiterate the principles of the Complete Streets Program.	<ul style="list-style-type: none"> ○ Transit-only lanes ○ Bus queue jump lanes ○ Transit signal priority (TSP)
Revisit and Update Mobility Hubs Broward MPO February 2018	Revisit and Update Mobility Hubs reidentified and reexamined mobility hubs in Broward County, which were originally introduced in Broward MPO’s 2035 LRTP as “locations where people meet transit and are classified by the expected transit use and surrounding land use.”	<ul style="list-style-type: none"> ● This study revamped the methodology of the original identification of mobility hubs by converting all identified mobility hubs to candidate locations and updating criteria to rely on up-to-date transit/mobility data instead of a Bus Rapid Transit system plan that did not materialize. Then, mobility hubs were identified by a composite score which considered sufficient market and network readiness. ● Mobility hubs can be located where one or more of the following services exist: <ul style="list-style-type: none"> ○ Multiple transit routes ○ Rail station ○ Park & Ride terminus ○ Transfer center
Transportation Disadvantaged Service Plan (TDSP) Broward MPO May 2022	The TDSP highlights the long-term goals and objectives for the paratransit program, a mix of fixed-route and door-to-door service for eligible transportation disadvantaged residents.	<ul style="list-style-type: none"> ● Five goals: <ul style="list-style-type: none"> ○ Ensure availability of transportation services to persons who are transportation disadvantaged ○ Ensure effective and efficient program delivery ○ Ensure safe and quality service is provided ○ Secure necessary funding support ○ Ensure program accountability ● BCT serves residents through a combination of fixed-route public transit, paratransit, and community bus services. Fixed route service is ADA accessible and provides discounted fare for disadvantaged residents.
Comprehensive Plan Broward County January 2022	The BrowardNEXT 2.0 comprehensive plan has a planning horizon of 20 years and provides the goals, objectives, and policies that will guide the efforts and development of the County for the next several decades.	<ul style="list-style-type: none"> ● The Comprehensive Plan covers 13 elements: <ul style="list-style-type: none"> ○ Land Use ○ Capital Improvements ○ Climate change ○ Coastal Management ○ Conservation ○ Housing ○ Intergovernmental Coordination ○ Property Rights ○ Public School Facilities ○ Recreation and Open Space ○ Solid Waste ○ Transportation ○ Water Management

Plan	Summary	Key Takeaways
		<ul style="list-style-type: none"> • The Transportation Element largely focuses on the coordination of transportation modes so that all modes are integrated. <ul style="list-style-type: none"> ○ It refers to the TDP as the plan for improved transit services. ○ Other recommendations are to include off-board fare payment options, coordinate with BCT’s many partners, assess route performance annually, monitor parking at park-and-ride facilities, and integration with other modes.
FY 2019 -2028 Transit Development Plan South Florida Regional Transportation Authority 2018	The SFRTA Building Stronger Connections TDP Major Update seeks to refocus SFRTA’s mission to steadily improve the passenger experience and grow ridership while fostering collaborative relationships to promote and develop regional transit.	<ul style="list-style-type: none"> • Over the last decade, Tri-Rail ridership has exceeded four million riders annually, with a weekday ridership average of 14,000 passengers. • Broward County stations fell in the middle of the pack for total boardings and alightings in FY 2018. • SFRTA operates 11 commuter bus routes in Broward County for first mile, last mile connection. • SFRTA completed outreach with local governments to discuss Transit Oriented Development near Tri Rail stations and is securing funding to implement pilot projects. • 10-year plan includes the construction of the Coastal Link in Broward.
Accelerate 2031 TDP PalmTran November 2021	The TDP is a 10-year plan for transit and mobility needs, cost and revenue projections, and community transit goals, objectives, and policies.	<ul style="list-style-type: none"> • Palm Tran provides fixed route bus, paratransit, and localized dial-a-ride services. • Palm Beach County’s population is expected to grow to between 1.5 to 2 million by 2050. • PalmTran is partnering with BCT, MDT, and SFRTA to ensure coordination of the fare collection system. • Plans to work on upgrading links to premium transit options, including Tri-Rail and Coastal Link.
Moving Forward Together 2023-2032 TDP Miami-Dade Transit 2022	The TDP is a 10-year plan for transit and mobility needs, cost and revenue projections, and community transit goals, objectives, and policies.	<ul style="list-style-type: none"> • MDT operates an integrated multi-modal transit system comprised of four modes: motor bus (Metrobus), heavy rail (Metrorail), automated people mover (Metromover), and demand-response service (Special Transportation Services or STS). • MDT buses travel to Hallandale Beach in southern Broward County.
2045 Regional Transportation Plan Southeast Florida Transportation Council August 2020	The 2045 Regional Transportation Plan is a 25-year plan that combines the Miami-Dade TPO 2045 LRTP, the Broward MPO 2045 MTP, and the Palm Beach TPA 2045 LRTP.	<ul style="list-style-type: none"> • The plan functions as a guide toward a more unified transportation system vision. • The number of residents in the region who are commuting via walking, biking, and other modes besides driving is increasing, and there is a need to develop infrastructure to support this trend. • Emphasizes the importance of regional connectivity between transit agencies. • \$12.3 Billion in capital investment was estimated in the alternative growth scenario focusing on high-capacity transit

Plan	Summary	Key Takeaways
		<p>throughout the region. This would include projects for BRT, commuter/ express bus network providing connections at key employment centers, and upgrades to major transit transfer facilities to serve as regional hubs. With these investments, 7 out of 20 people and 10 out of 20 jobs would have access to transit services.</p> <ul style="list-style-type: none"> • High-Capacity Transit investments would be performance-based instead of coverage-based. • Regional transit, increased funding flexibility, new revenue sources, and complementary land uses are essential to support anticipated growth and long-term mobility.
<p>Regional Climate Action Plan 3.0 Southeast Florida Regional Climate Change Compact November 2022</p>	<p>The RCAP outlines strategies for achieving net-zero greenhouse gas emissions by 2050, along with enhancing climate resilience in the Broward, Miami-Dade, Monroe, and Palm Beach counties. It covers 11 key areas, including 109 municipalities and the Seminole/Miccosukee Tribes.</p>	<ul style="list-style-type: none"> • One of the goals is to adapt to the impacts of climate change and reduce greenhouse gas emissions by reshaping where and how to build and move from place to place. • Recommendations and strategies of the plan relevant to the transportation system include: <ul style="list-style-type: none"> ○ Prepare for the use of vehicle-to-grid (V2G) energy transfer and storage. ○ Coordinate land use and infrastructure, use Complete Street Design, expand car share and micromobility programs, and preserve/create affordable housing near transit. ○ Prioritize investments in transportation infrastructure by identifying vulnerable roadways and mapping projecting climate impacts on the system. ○ Integrate climate adaptation into the standards for designing transportation infrastructure. ○ Plan for and incorporate EVs and EV infrastructure. ○ Include resiliency planning in local transportation plans. ○ Prioritize resilient projects in high risk areas. ○ Establish and encourage transit-oriented development and consider transit supportive regulations. ○ Decrease reliance on revenue funding sources such as the gas tax. ○ Improve coordination of connections, including first mile, last mile, fare, coordination, and connecting routes. ○ Plan for and encourage high-capacity transit. ○ Enabled fuel-efficient/Electric public vehicle fleet.
<p>Seven50 Southeast Florida Prosperity Plan Southeast Florida Regional Planning Council and Treasure Coast Regional</p>	<p>The Seven50 plan operates as a multifaceted initiative, functioning as a collaborative process to establish regional communication and cooperation, a practical tool to create business</p>	<ul style="list-style-type: none"> • Envisions efforts to increase households within one mile of transit, schools, and parks by 65%, increase transit use, biking, and walking by 38%, reduce spending on housing and transportation by 17%, and reduce pollution by 60% by mitigating 2.2 vehicle trips. • Created a seven-county transportation model and passenger rail accord. • Focused on balanced mobility, including walkability as a new regional goal.

Plan	Summary	Key Takeaways
Planning Council January 2014	competitiveness and future certainty, and a visionary goal aimed at preserving and enhancing Southeast Florida's unique character and quality of life for generations to come. The title reflects the seven Southeast Florida counties (including Broward) and the 50-year horizon of the plan.	<ul style="list-style-type: none"> The plan focuses on how strategic investment and intensive regional coordination can achieve these long-term, grand goals.
FLL Airport Master Plan Broward County Aviation Department 2020	The airport master plan is used to identify capital enhancements for operational requirements up to 2035, address market and community needs, harmonize environmental, social, and economic considerations, and generate documents for Federal Aviation Administration compliance to acquire federal funding.	<ul style="list-style-type: none"> Development at the airport is to accommodate future connections to local and regional transit service. Projects in the Capital Improvement Program include a parking garage with a bus transfer area and transit center on the first level, called the “Intermodal Center” (IMC).
Broward Commuter Rail (BCR) South Project FDOT August 2022	FDOT District Four and Broward County have been assessing options for a commuter rail project along the Florida East Coast (FEC) Railway, following the Coastal Link study. A locally preferred alternative was adopted by the Broward County	<ul style="list-style-type: none"> Broward County's preferred alternative (BCR South) aims to extend commuter rail service by 11.5 miles, incorporating stations in Hollywood, Fort Lauderdale-Hollywood International Airport, and South Fort Lauderdale. The project seeks grant funding from federal and state sources, with coordination involving the Broward Metropolitan Planning Organization (MPO) and other relevant organizations. Further NEPA processes and community engagement are occurring in 2023 prior to construction. Miami-Dade County is studying a commuter rail route from Downtown Miami to the Brightline station in Aventura, known as the Northeast Corridor.

Plan	Summary	Key Takeaways
	Commission on August 25, 2022	The Northeast Corridor project is in the Project Development phase, making it eligible for federal funding competition.
STATE PLANS		
HB 1305 Florida Legislature July 1, 2023	House Bill 1305 updated the TDP rule (Chapter 14-73, F.A.C.) and went into effect on July 1, 2023. Additional changes are expected in 2024.	<ul style="list-style-type: none"> • Requires increased coordination with the LRTP • Removes the Farebox Recovery Report Requirement. • Requires addition of impacts to intercity bus services.
2045 Florida Transportation Plan (FTP) FDOT July 2022	The FTP is the overarching plan guiding Florida’s transportation future that is updated every five years. The FTP allows the state to collaborate with regional and local transportation partners in the public and private sectors to create a long-term transportation vision.	<ul style="list-style-type: none"> • Seven goals: <ul style="list-style-type: none"> ○ Safety and security for residents, visitors, and businesses ○ Agile, resilient, and quality transportation infrastructure ○ Connected, efficient, and reliable mobility for people and freight ○ Transportation choices that improve accessibility and equity ○ Transportation solutions that strengthen Florida’s economy ○ Transportation systems that enhance Florida’s communities ○ Transportation solutions that enhance Florida’s environment. • Over 617,000 jobs are accessible from a 40-minute drive, but only 18,000 are accessible from a 40-minute transit ride. • Emphasizes the importance of innovation. • Foundational strategies include aligning investments with goals, providing reliable transportation funding sources, and developing and retaining a skilled workforce. • Key strategies include committing to Vision Zero, identifying and mitigating risks to the transportation system, transforming transportation corridors and hubs, completing systems and networks, expanding transportation infrastructure, prioritizing mobility, furthering accessibility, integrating land use and transportation, and developing environmentally conscious transportation systems.
FEDERAL PLANS		
Environmental Justice (EJ) Circular USDOT August 2012	The EJ Circular issued by the FTA provides recipients of FTA financial assistance with guidance for incorporating EJ principles into FTA-funded plans, projects, and activities.	<ul style="list-style-type: none"> • BCT’s public involvement plan should incorporate outreach designed to encourage meaningful participation from members of the EJ population.
Title VI Circular USDOT October 2012	The revised Title VI Circular includes the removal of several references to EJ,	<ul style="list-style-type: none"> • BCT is required to submit Title VI programs every three years as a transit provider operating 50 or more fixed-route vehicles in peak service and located in an urbanized area of more than 200,000 persons. BCT also is required to evaluate service and

Plan	Summary	Key Takeaways
	<p>which are now incorporated into the separate EJ Circular , to better understand the distinctions between Title VI and EJ.</p>	<p>fare equity changes or monitor transit service for Title VI impacts.</p>

Appendix E

Public Involvement Materials





Transit Development Plan

Advisory Review Committee
August 28, 2023



Agenda

- Introductions
- TDP Overview & Schedule
- Project Management & Direction
- Public Involvement Plan
- Peer Review
- Goals & Objectives
- Next Steps

Advisory Review Committee

FY 2024-33 Members

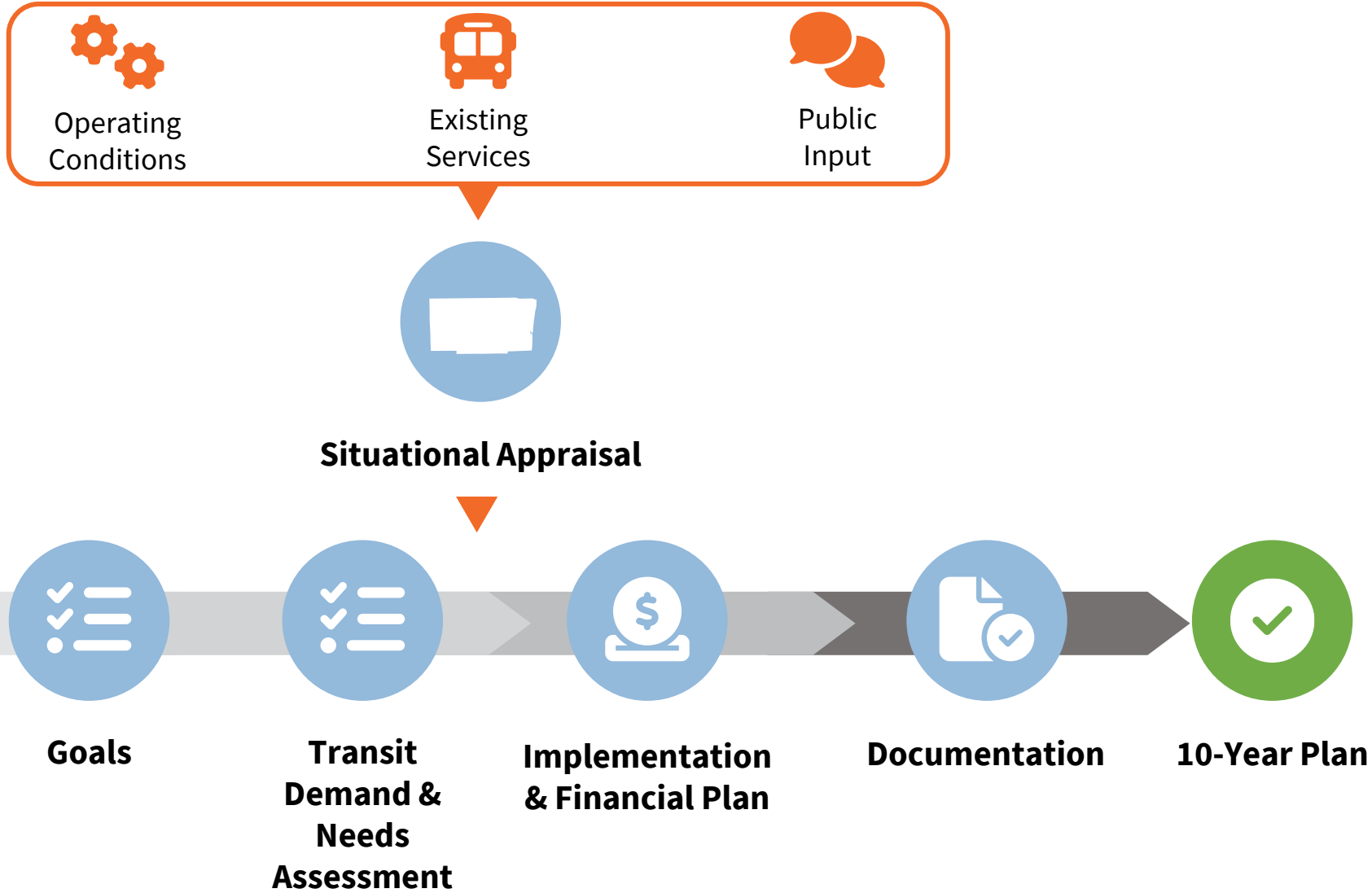
Area Agency on Aging of Broward County	Florida Department of Transportation, D4
Broward College	Greater Fort Lauderdale Convention and Visitors Bureau
Broward County Planning Council	Haitian-American Chamber of Commerce
Broward County Resilient Environment Dept.	Paramount Broadcasting Communication
Broward League of Cities	Portuguese-Language Interest Group
Broward MPO	South Florida Regional Transportation Authority
Broward Regional Health Planning Council	Urban League of Broward County
Career Source Broward	
Central County Community Advisory Board	

TDP Overview & Schedule

TDP Overview

- Required by state statute
- Requirement of state funding
- Major Update every 5 years
 - Annual Progress Report
- 10-year planning horizon
- Recommendations related to service, infrastructure, technology, plans and policies for all modes
- Rule requires inclusion of FDOT, MPO, and CareerSource
- Public Involvement Plan

TDP Required Elements



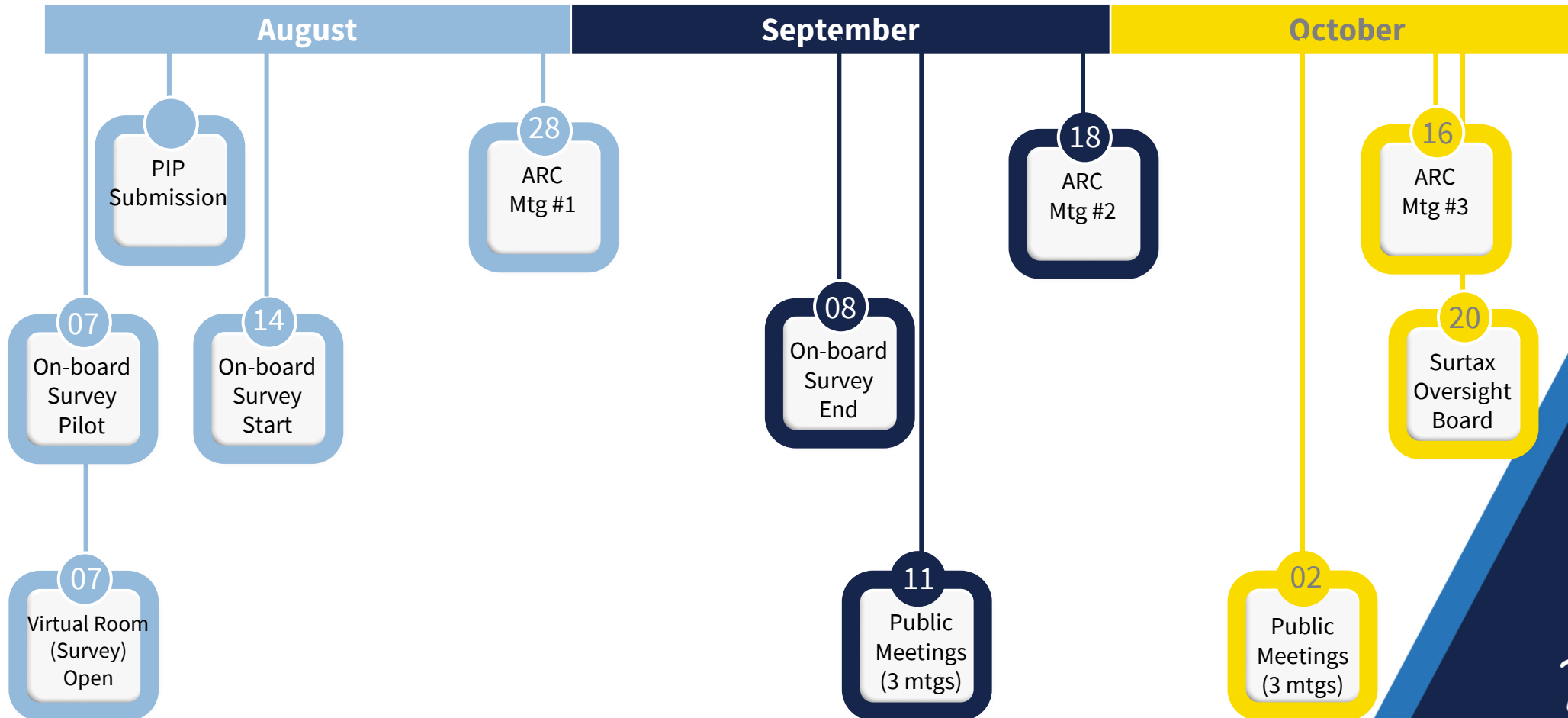
Recent TDP Changes

- [Legislative changes to TDP rule](#) effective July 2023:
 - Increases coordination with LRTP
 - Removes Farebox Recovery Report requirement
 - Farebox analysis is still required
 - Adds intercity service impacts

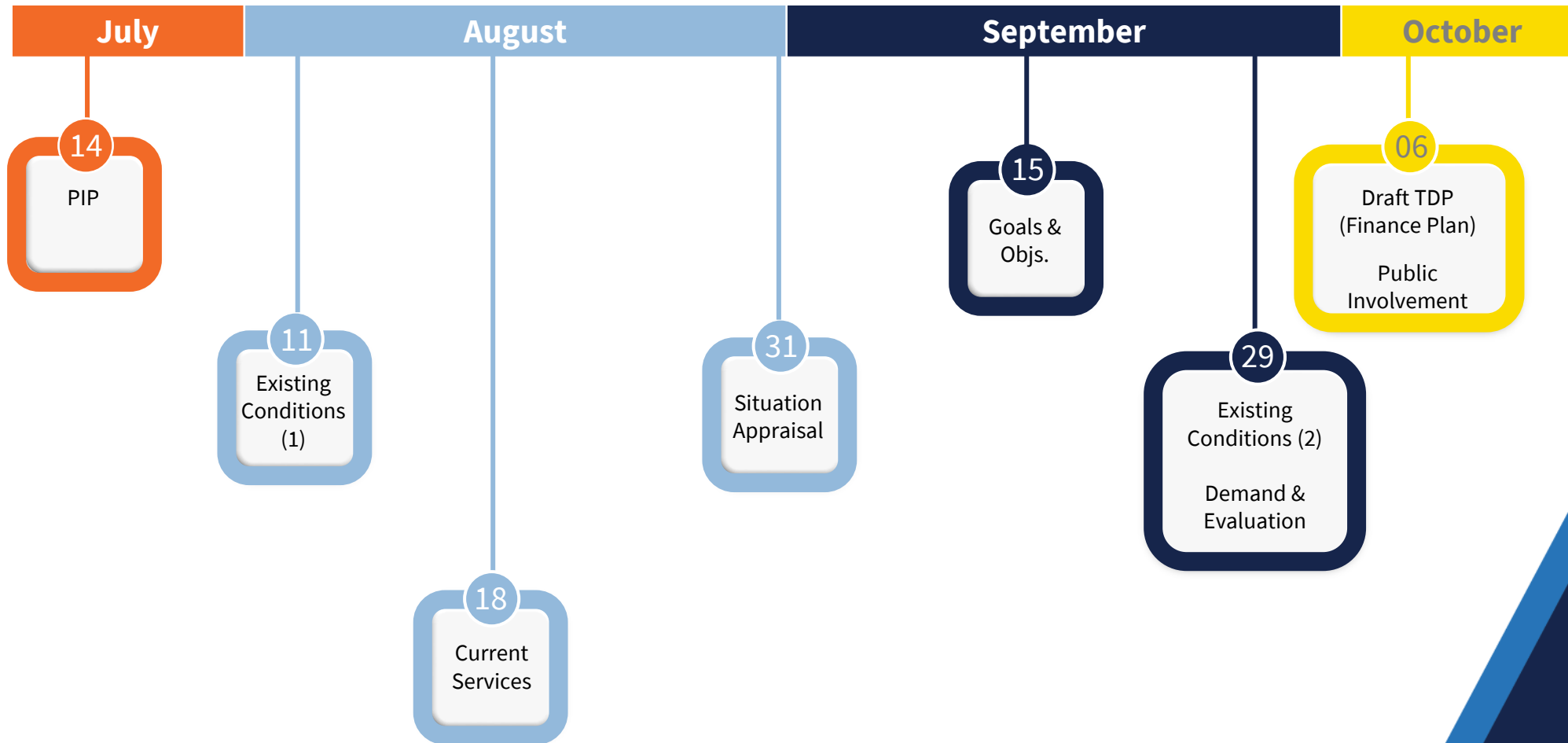
Schedule

- Due December 15
- BCC agenda on November 14
 - Agenda packet due October 14

Schedule - Engagement Milestones



Schedule - Deliverables



Project Management & Direction

Project Management

- Project Manager | Khalilah Ffrench
- Executive Committee
 - BCT Representatives
 - General Manager / Director of Transportation
 - Deputy General Manager
 - Marketing, Communications, and Customer Relations Manager
 - Asst. General Manager of Administration
 - Asst. General Manager of Capital Programs
 - Asst. General Manager of Operations
 - Asst. General Manager of Service and Strategic Planning
 - Director - Paratransit Division
 - Mobility Administrator
 - Broward County Representatives
 - Director, Resilient Environment Dept.

Roles & Responsibilities:

ARC VS. EC

Executive Committee

- Provides strategic direction and approval to the Consultant Team
- Approves major deliverables, coordinates/ reviews materials for presentation to the ARC

Advisory Review Committee

- Oversees that the TDP is developed consistently with local needs and State requirements
- Sets goals and objectives
- Comprised of major stakeholders and agencies that frequently coordinate with BCT
- Committee members are approved by EC

Advisory Review Committee

FY 2024-33 Members

Area Agency on Aging of Broward County	Florida Department of Transportation, D4
Broward College	Greater Fort Lauderdale Convention and Visitors Bureau
Broward County Planning Council	Haitian-American Chamber of Commerce
Broward County Resilient Environment Dept.	Paramount Broadcasting Communication
Broward League of Cities	Portuguese-Language Interest Group
Broward MPO	South Florida Regional Transportation Authority
Broward Regional Health Planning Council	Urban League of Broward County
Career Source Broward	
Central County Community Advisory Board	

Public Involvement Plan

Public Involvement Plan



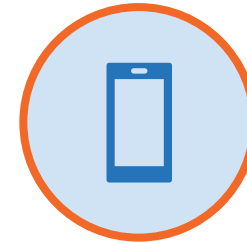
STAKEHOLDER
INTERVIEWS



DISCUSSION
GROUP
WORKSHOPS



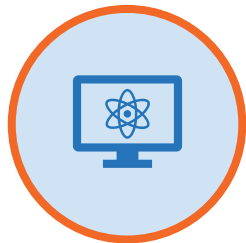
PUBLIC
WORKSHOPS



VIRTUAL
SURVEYS



ON-BOARD SURVEY



VIRTUAL ROOM



PRESENTATIONS

Stakeholder Interviews (15)

2023			
1	Area Agency on Aging of Broward County	9	Hispanic Unity, Inc.
2	Broward County Public Schools	10	Fort Lauderdale Chamber of Commerce
3	Broward MPO	11	South Florida Commuter Services
4	Downtown Development Authority of Fort Lauderdale	12	South Florida Regional Planning Council
5	Downtown Ft. Lauderdale Transportation Management Assoc.	13	TBA
6	FlixBus (or other intercity bus provider)	14	TBA
7	Greater Fort Lauderdale Alliance	15	TBA
8	Greater Fort Lauderdale Convention & Visitors Bureau		


If **bold**, new in 2023.

Discussion Groups (4)

Theme	Potential Participants
Business	Davie-Cooper City Chamber of Commerce, Johnson Street Business District, etc.
Paratransit Riders	Individual riders, transit advocates, stakeholders who represent riders, etc.
Health/Medical/Disability	Broward Health, HCA Florida, Lighthouse for the Blind, etc.
Higher Education	Florida Atlantic University, Broward College, Nova Southeastern, etc.

On-Board Survey

- Started August 14, 2023
- Customer satisfaction survey



BCT RIDER SATISFACTION SURVEY

DEAR RIDER: BCT needs your help to improve transit service in Broward County. Please complete this survey and return it to the surveyor. If you have already filled out a survey, you do not need to fill out another one.

1. How likely is it that you would recommend BCT to a friend or colleague? (Circle a number from 1 to 10)

1 2 3 4 5 6 7 8 9 10
 Not Likely at All → Extremely Likely

2. What is the main purpose of your trip today?

1 ___ Work	4 ___ Medical
2 ___ Shopping	5 ___ Personal Business
3 ___ School	6 ___ Visiting/Recreation
7 ___ Other (Specify): _____	

3. Why do you ride transit? (Select up to 3)

1 ___ I do not know how/prefer not to drive
 2 ___ I do not have a car available
 3 ___ To save money
 4 ___ Good for the environment
 5 ___ Bus is more convenient
 6 ___ Bus is safer/less stressful
 7 ___ I can do other things during my commute
 8 ___ Other (Specify): _____

4. How would you make this trip if the bus were not available?

1 ___ Drive	4 ___ Walk/Wheelchair
2 ___ Ride with someone	5 ___ Taxi/Uber/Lyft
3 ___ Bicycle/Scooter	6 ___ Would not make trip
7 ___ Other (Specify): _____	

5. How many transfers will you make on this one-way trip?

___ 0 ___ 1 ___ 2 ___ 3 ___ 4 or more

6. How many days a week do you ride BCT?

1 ___ 4 or more days	4 ___ Less than one day
2 ___ 2 or 3 days per week	5 ___ Weekends only
3 ___ 1 day	6 ___ First time riding

7. How long have you been riding BCT?

1 ___ Less than 6 months	3 ___ 1 to 2 years
2 ___ 6 months to 1 year	4 ___ 2 years or longer

8. How did you pay for your fare today?

1 ___ Cash on the bus
 2 ___ In the App on my phone
 3 ___ Bought a paper pass online
 4 ___ Bought a paper pass in person
 5 ___ Other (Specify): _____

9. Which of the following would you prefer?

1 ___ Walk 10 minutes to a bus that arrives every 30 minutes
 2 ___ Walk 15 minutes to a bus that arrives every 10 minutes
 3 ___ I am not sure

10. Do any of the following affect your ability to ride the bus? (Check all that apply)

1 ___ Lack of sidewalks
 2 ___ Lack of crosswalks
 3 ___ Lack of bench or shelter at the bus stop
 4 ___ Nearest bus stop is too far away
 5 ___ Other (Specify): _____

11. In thinking about your experience with BCT over the last 30 days, how satisfied were you with...

	Very Satisfied	Neutral	Not Satisfied
A. Frequency of service	5	4	3
B. Ease & number of transfers	5	4	3
C. Hours of service (early/late)	5	4	3
D. Distance to bus stop	5	4	3
E. Bus stop benches/shelters	5	4	3
F. Safety	5	4	3
G. Buses being on-time	5	4	3
H. Cost of trip	5	4	3
I. Cleanliness of buses	5	4	3
J. Comfort of buses	5	4	3

Using the letters from the list above, pick the three that you would most like to see BCT improve.

1 ___ 2 ___ 3 ___

For statistical purposes, tell us a little about yourself. All replies are confidential. Please skip if you prefer not to answer.

12. Your age is...

1 ___ 17 years or under	5 ___ 45 to 54 years
2 ___ 18 to 24 years	6 ___ 55 to 59 years
3 ___ 25 to 34 years	7 ___ 60 to 64 years
4 ___ 35 to 44 years	8 ___ 65 years or more

13. You are: 1 ___ Female 2 ___ Male 3 ___ X

14. Your ethnic origin is...

1 ___ Black/African American
 2 ___ White/Caucasian
 3 ___ Hispanic/Latino
 4 ___ Asian/Pacific Islander
 5 ___ American Indian or Alaska Native
 6 ___ Two or more races
 7 ___ Other (Specify): _____

15. How many working motor vehicles are available in your household?

1 ___ One 3 ___ Three or more
 2 ___ Two 4 ___ None

16. Your total annual household income is...

1 ___ Less than \$10,000	6 ___ \$30,000 to \$39,999
2 ___ \$10,000 to \$14,999	7 ___ \$40,000 to \$49,999
3 ___ \$15,000 to \$19,999	8 ___ \$50,000 to \$59,999
4 ___ \$20,000 to \$24,999	9 ___ \$60,000 to \$99,999
5 ___ \$25,000 to \$29,999	10 ___ \$100,000 or more

17. Do you speak a language other than English at home?

1 ___ No 2 ___ Yes (Specify language): _____

To be entered into the gift card raffle, provide your email: _____

THANK YOU FOR COMPLETING THE SURVEY

Retained Survey Questions

- Trip purpose
- Number of transfers
- Days per week ride BCT
- Length of time riding BCT
- How would you make this trip without BCT?
- Demographics (age, gender, ethnicity, vehicles in household, income and language)

New Survey Questions

- Net promoter score
- Why do you ride transit?
- How did you pay for your fare today?
- Tradeoff question related to walk distance versus bus frequency
- Do any of the following affect your ability to ride the bus?
- How satisfied are you with...

Peer Review

2023 Peers

Peer	Reason	Premium Mode(s)
Miami-Dade Transit	Regional, 2018 Peer, 2013 Peer	Metrorail/Mover, BRT
Palm Tran	Regional, 2018 Peer, 2013 Peer	
LYNX	2018 Peer, 2013 Peer, 2021 8-Variable Method	BRT
GCRTA (Cleveland)	2021 8-Variable Method	BRT, LRT
VTA (San Jose)	2018 Peer, 2013 Peer, 2021 8-Variable Method	LRT
OCTA (Orange County)	2018 Peer, 2021 8-Variable Method	BRT planned, Streetcar
SORTA (Cincinnati)	2021 8-Variable Method	BRT planned
VIA (San Antonio)	2018 Peer, 2013 Peer	Advanced Rapid Transit (ART) planned

If **bold**, new in 2023.

Goals & Objectives

Goals | 2018 TDP

- Promote and Advocate Economic Development and Livability Through Transit Investments
- Make BCT a Transportation Provider of Choice for Current and Potential Customers
- Achieve Financial Stability and Efficiency
- Develop a BCT Workforce that is Highly Qualified, Efficient, Productive, and Motivated to Customer Service Excellence
- Implement Capital Program Plan to Maintain State of Good Repair and Introduce New Technologies

Goals | PREMO

- Improve Mobility for All
- Implement Equitable Transit Solutions
- Integrate with and Serve Communities
- Enhance Economic Development and Ensure Financial Sustainability
- Improve Safety and Security, Ensure Environmental Stewardship

Goals | Road to 2050 (LRTP)

- **Safely Move People & Goods** | Provide a safe and reliable transportation system for all users.
- **Create Jobs** | Support economic development and prosperity through transportation investments that improve access to key employment centers and advance the region's competitiveness.
- **Foster Resilient Communities** | Enhance communities and lives by promoting a resilient, accessible, and balanced transportation system.

Goal Comparison

Topic	2018 TDP Goals	PREMO Goals	MPO/LRTP Goals
Economic Development	👍	👍	👍
Improved Service	👍	👍	
Financial Responsibility	👍	👍	
Great Workforce	👍		
State of Good Repair	👍		
Equity		👍	👍
Safety & Security		👍	👍
Environment/Resiliency		👍	👍

Recommended 2023 Goals

- Goal 1 | Improve Mobility for All and Implement Equitable Transit Solutions
- Goal 2 | Enhance Economic Development and Ensure Financial Sustainability
- Goal 3 | Improve Safety and Security, Ensure Resiliency
- Goal 4 | Maintain a State of Good Repair
- Goal 5 | Strive to be an Employer of Choice

Targets - Sample

Goal 1 | Improve Mobility for All and Implement Equitable Transit Solutions

Performance Measure	FY2023 Target
Community Shuttle Ridership	Increase Ridership per Hour Annually
Community Shuttle Partners	Maintain Current Partners
B-Cycle Trips	Increase Annually
B-Cycle Bicycles	Maintain or Increase Number of Bicycles Available Annually
Transfers Accepted	Increase Annually
Public Meetings/Presentations	Minimum of 90 Annually

Next Steps

Next Steps

- Reconvene Advisory Review Committee
 - September 18 at 2 pm
 - October 16 at 2 pm

Thank you





Transit Development Plan

BCT Advisory Review Committee
September 18, 2023

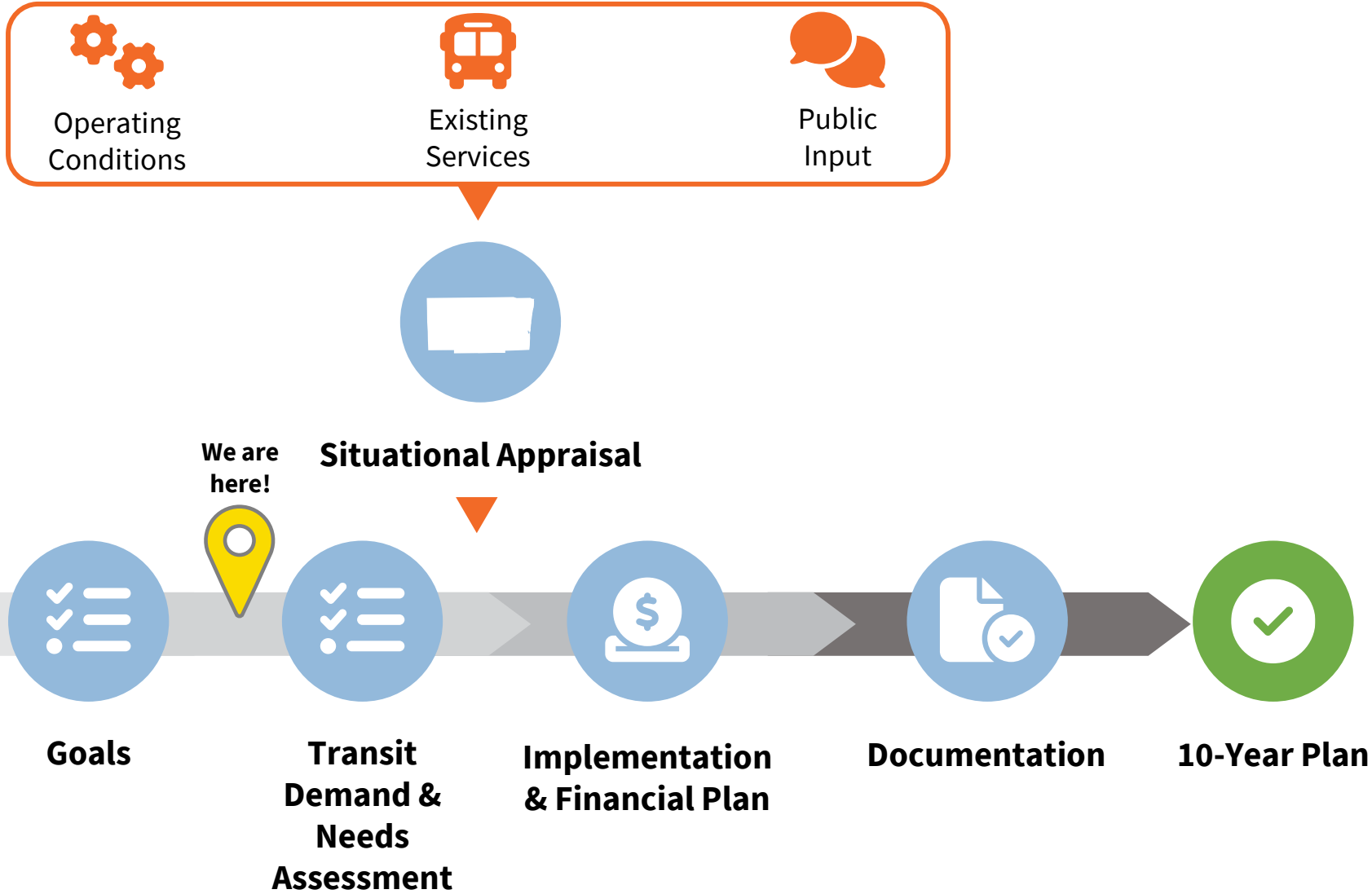


Agenda

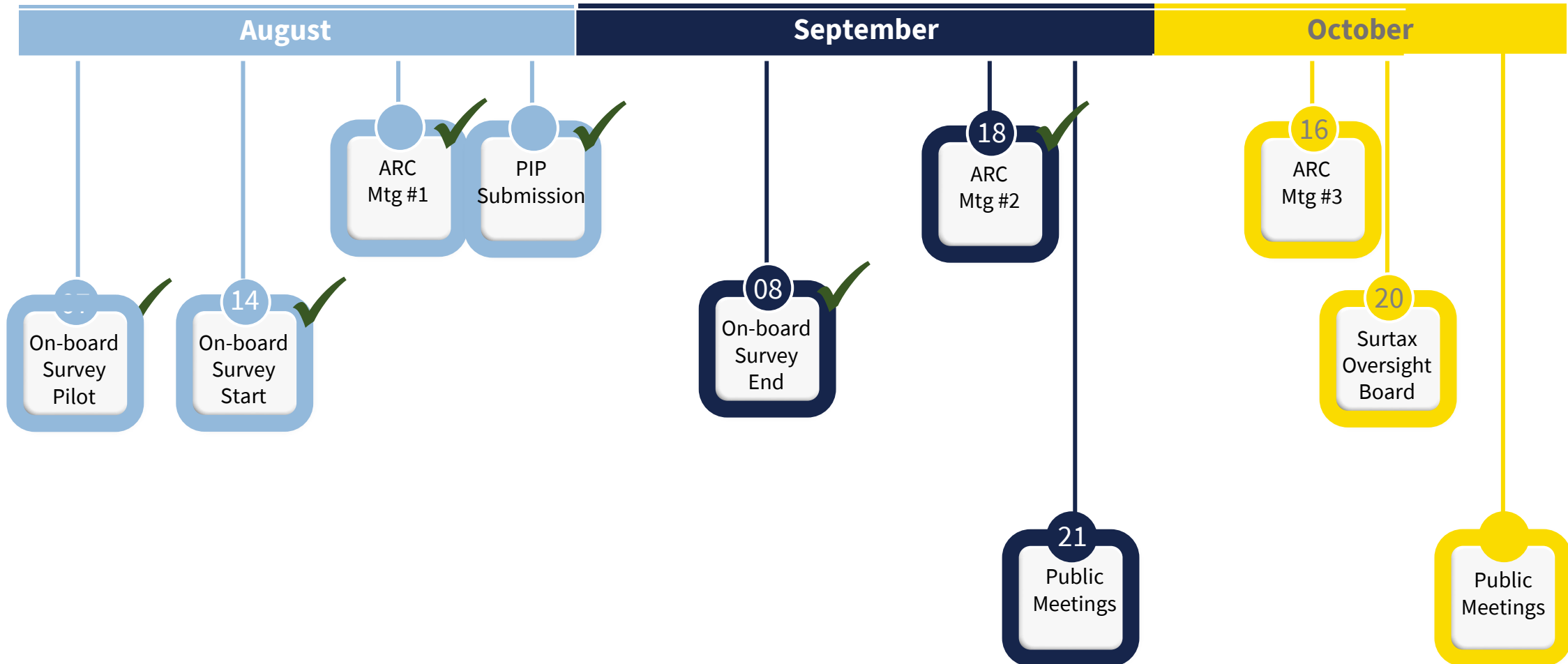
- TDP Progress Update
- Public Involvement Plan Progress
- Trend Analysis & Peer Review
- Discussion
- Goals & Objectives
- Next Steps

TDP Progress Update

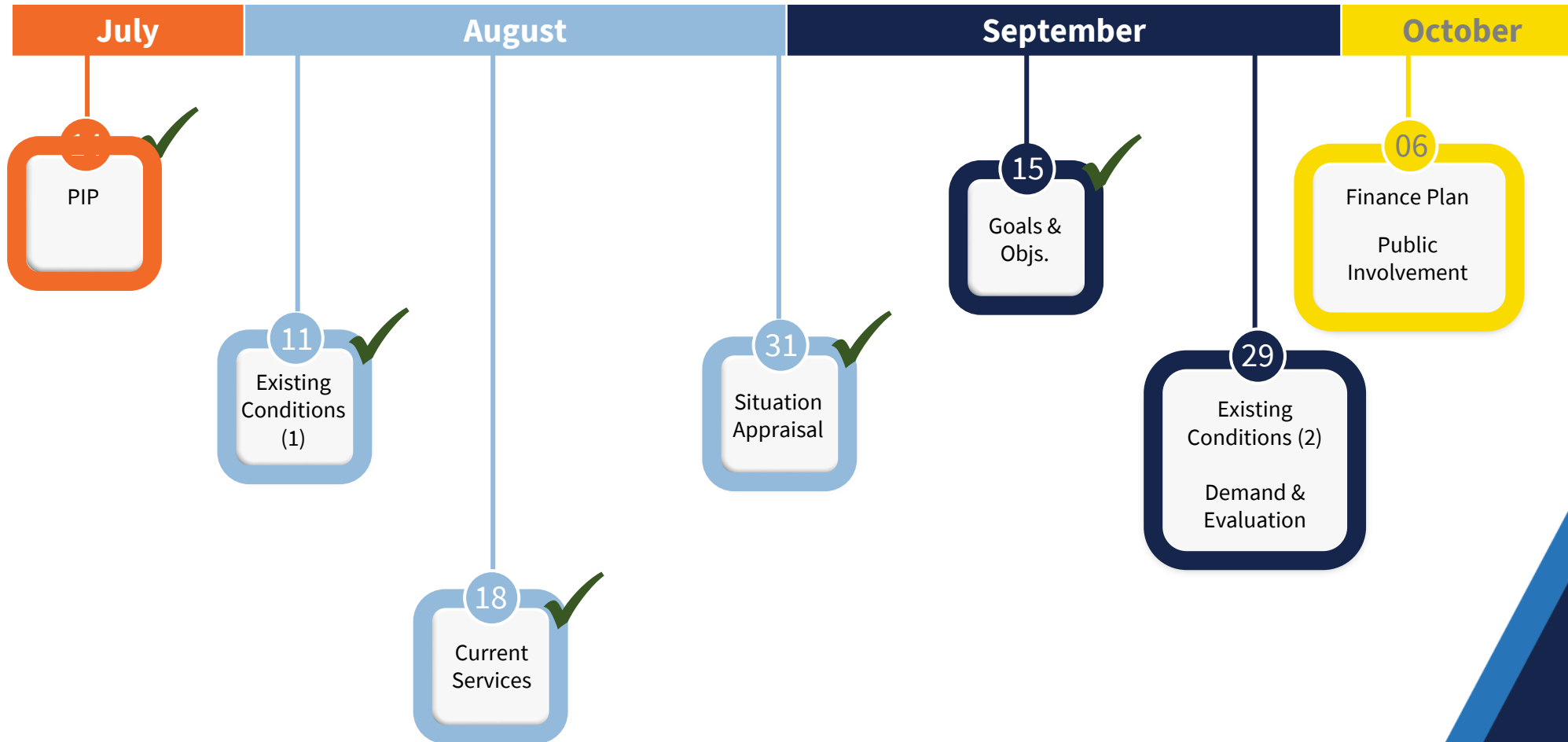
TDP Required Elements



Progress – Engagement Milestones



Progress – Deliverable Milestones



Public Involvement Plan

Public Involvement Plan



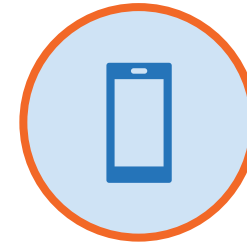
STAKEHOLDER
INTERVIEWS



DISCUSSION
GROUP
WORKSHOPS



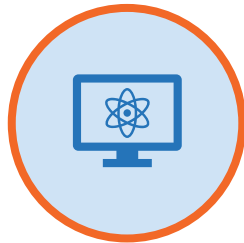
PUBLIC
WORKSHOPS



VIRTUAL
SURVEYS



ON-BOARD SURVEY



VIRTUAL ROOM



PRESENTATIONS

On-Board Survey (OBS)

- Ran from August 7th to September 8th
- Customer satisfaction focus
- Total responses: **3,871**
- Results are preliminary
- Most requested improvement: **Hours of service (early/late)**

BROWARD COUNTY
Transit

BCT RIDER SATISFACTION SURVEY

DEAR RIDER: BCT needs your help to improve transit service in Broward County. Please complete this survey and return it to the surveyor. If you have already filled out a survey, you do not need to fill out another one.

1. How likely is it that you would recommend BCT to a friend or colleague? (Circle a number from 1 to 10)

1 2 3 4 5 6 7 8 9 10
Not Likely at All → Extremely Likely

2. What is the main purpose of your trip today?

1. Work 4. Medical
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3. School 6. Visiting/Recreation
7. Other (Specify): _____

3. Why do you ride transit? (Select up to 3)

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3. To save money
4. Good for the environment
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6. Bus is safer/less stressful
7. I can do other things during my commute
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4. How would you make this trip if the bus were not available?

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5. How many transfers will you make on this one-way trip?

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7. How long have you been riding BCT?

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9. Which of the following would you prefer?

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10. Do any of the following affect your ability to ride the bus? (check all that apply)

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4. Nearest bus stop is too far away
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Using the letters from the list above, pick the three that you would most like to see BCT improve.
1. _____ 2. _____ 3. _____

For statistical purposes, tell us a little about yourself. All replies are confidential. Please skip if you prefer not to answer.

12. Your age is...

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14. Your ethnic origin is...

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17. Do you speak a language other than English at home?

1. No 2. Yes (Specify language): _____

To be entered into the gift card raffle, provide your email:

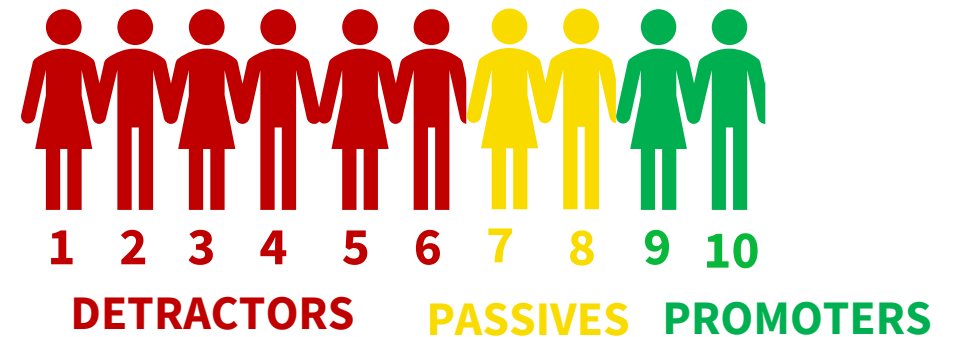
THANK YOU FOR COMPLETING THE SURVEY

OBS | Challenges

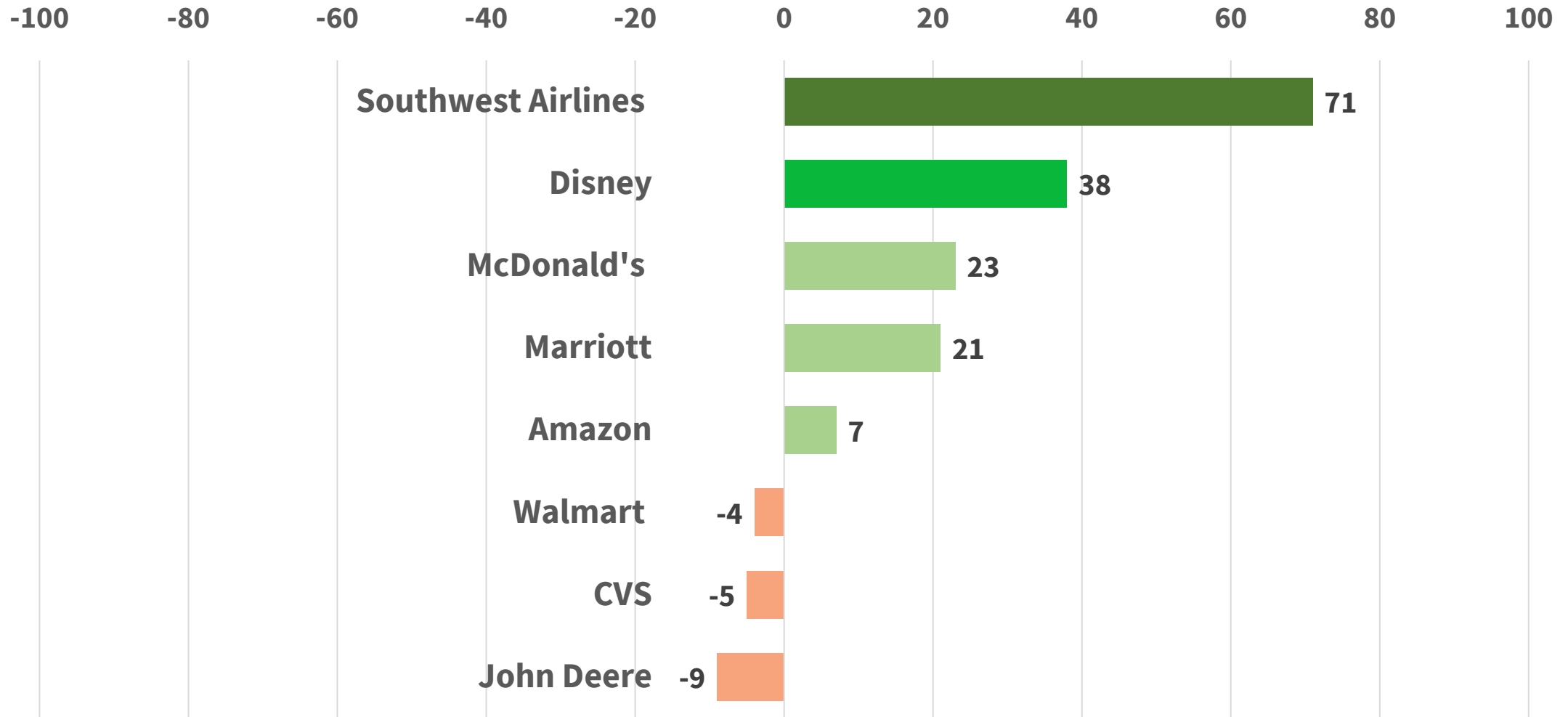
- Survey return rate per hour fell to half of 2018 rate
 - Ridership is lower in 2023 than in 2018
 - Survey [response rates are down](#) across industries
 - Survey fatigue is a problem
 - Riders want compensation for their input
 - Riders simply do not see personal benefit
 - Riders are skeptical about use of personal information

OBS | Net Promoter Score

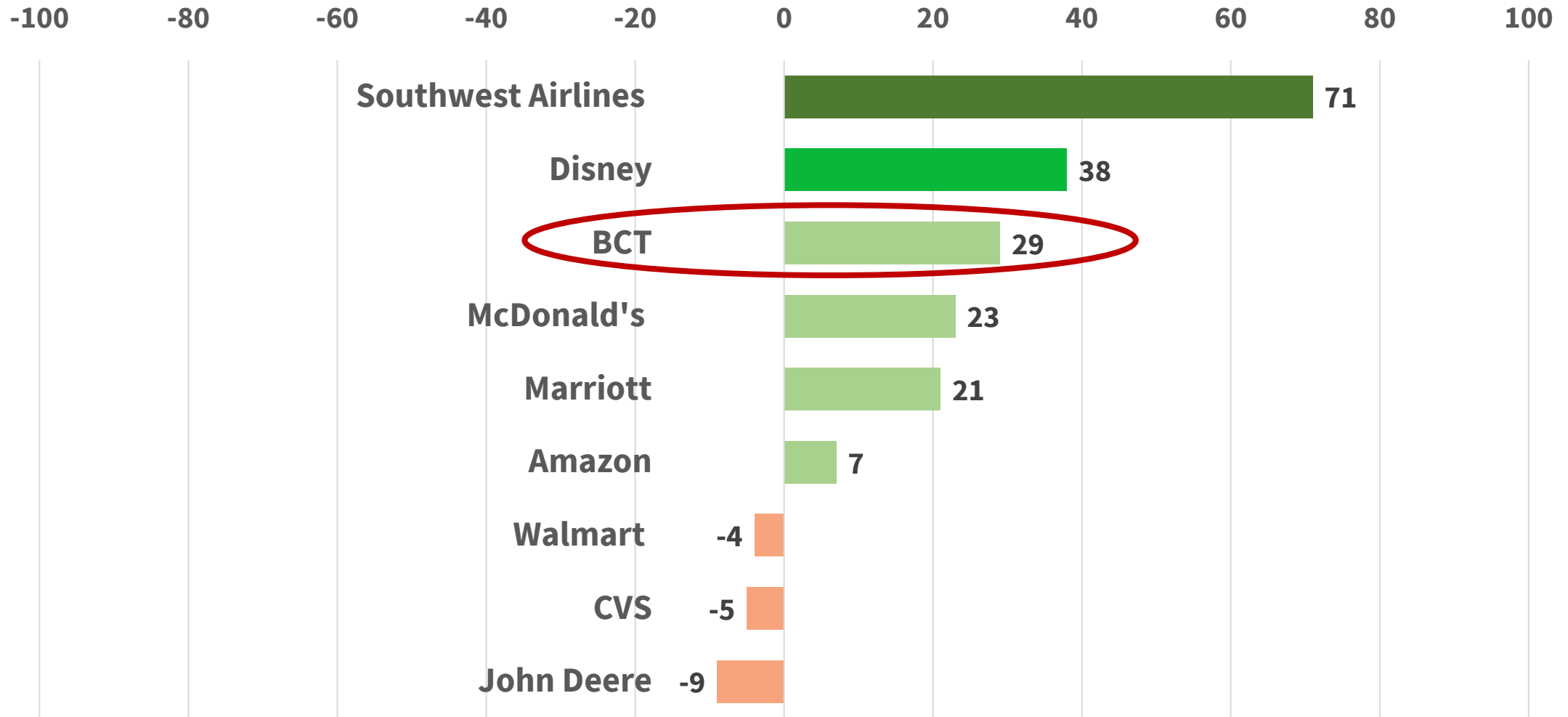
- Measures loyalty to the agency
- 92% (>3,500) response rate
- Divides respondents into 3 categories:
 - **Detractors** | Unhappy riders who can damage the brand
 - **Passives** | Satisfied but unenthusiastic riders
 - **Promoters** | Loyal enthusiasts who will keep riding
- Scores range from -100 to +100
 - >0 = Good
 - >30 = Great
 - >70 = Excellent



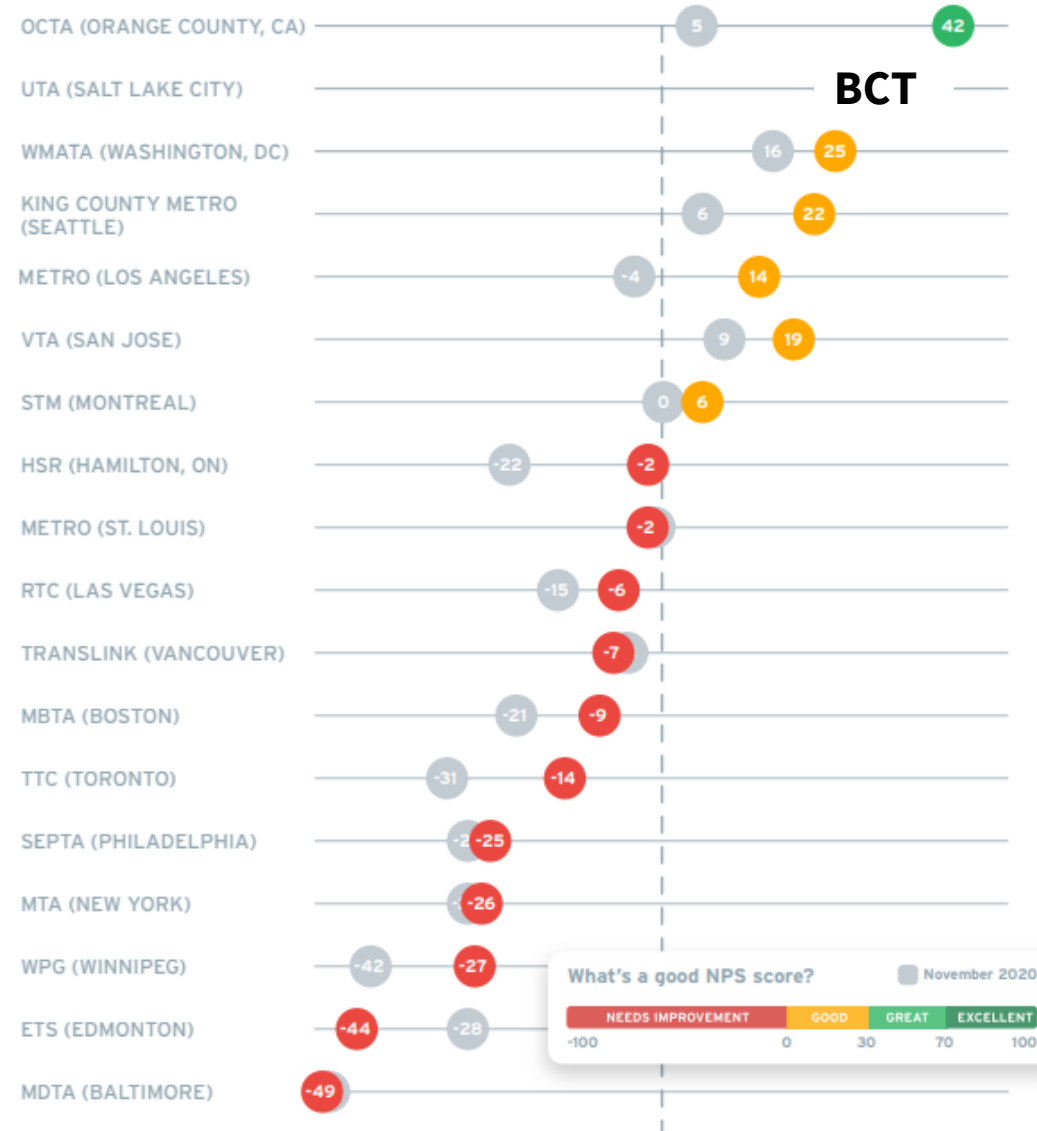
OBS | Net Promoter Score



OBS | Net Promoter Score

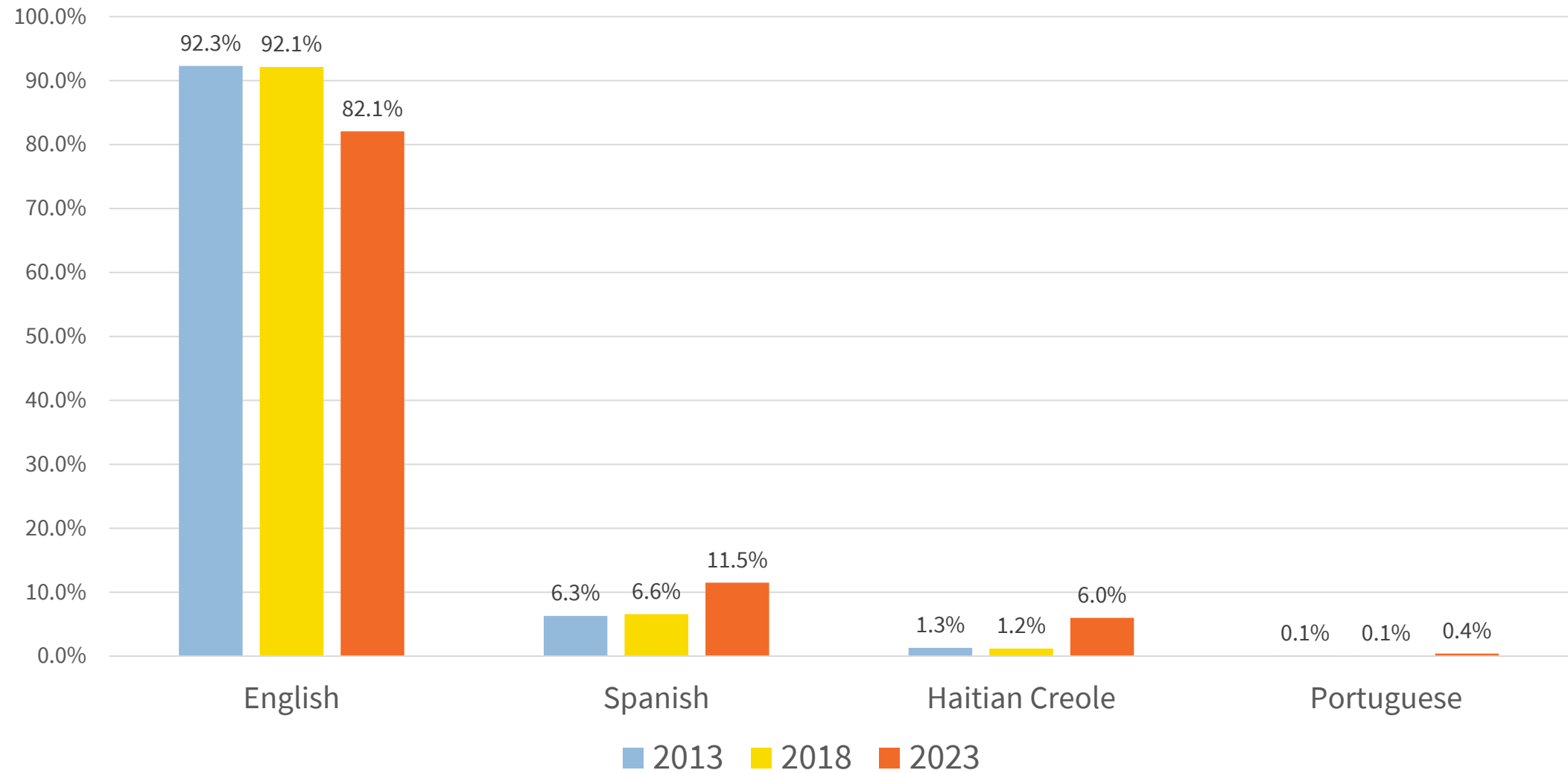


OBS | Net Promoter Score

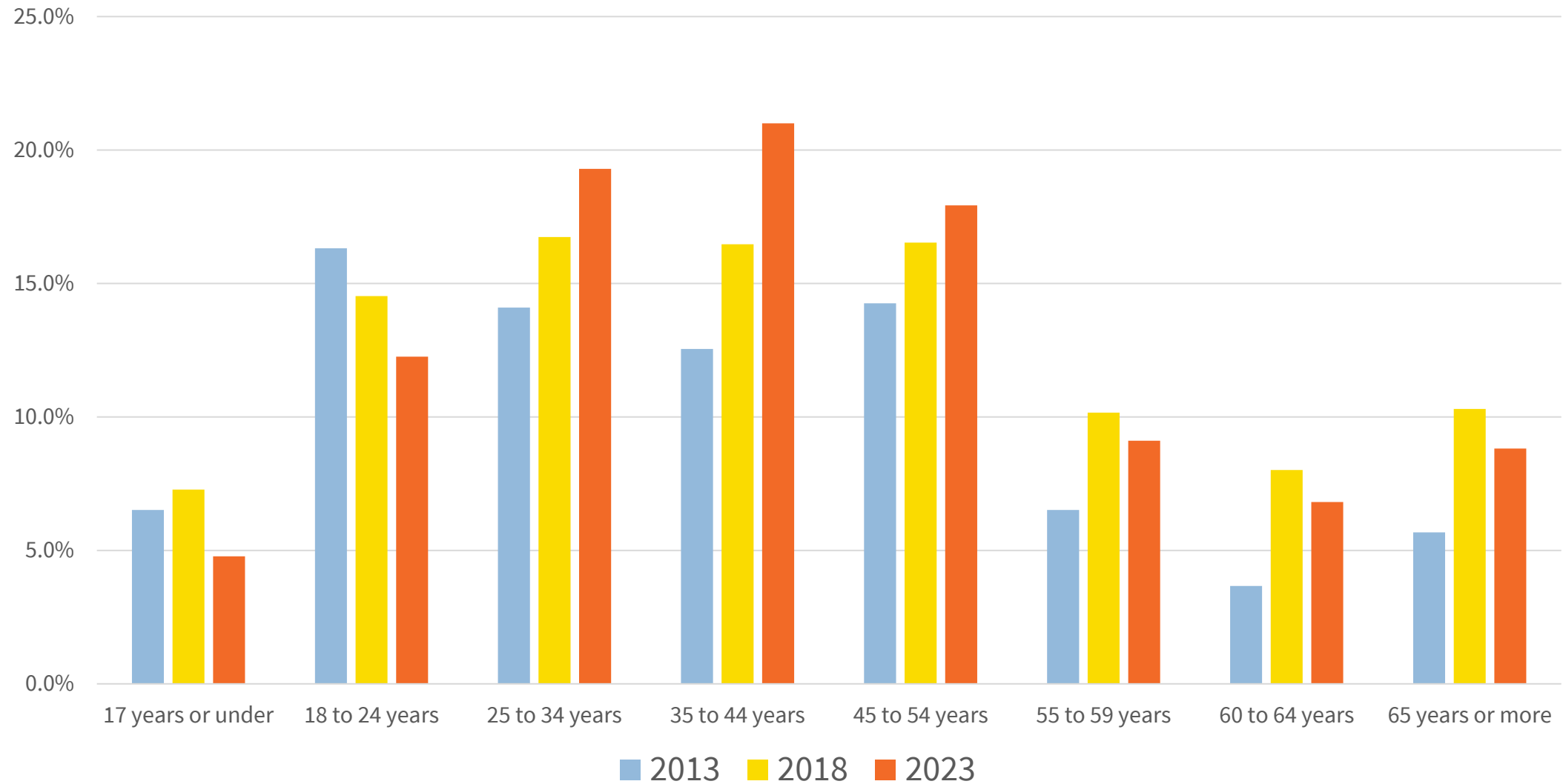


Source: *Rider Happiness Benchmarking Report, Spring 2021*

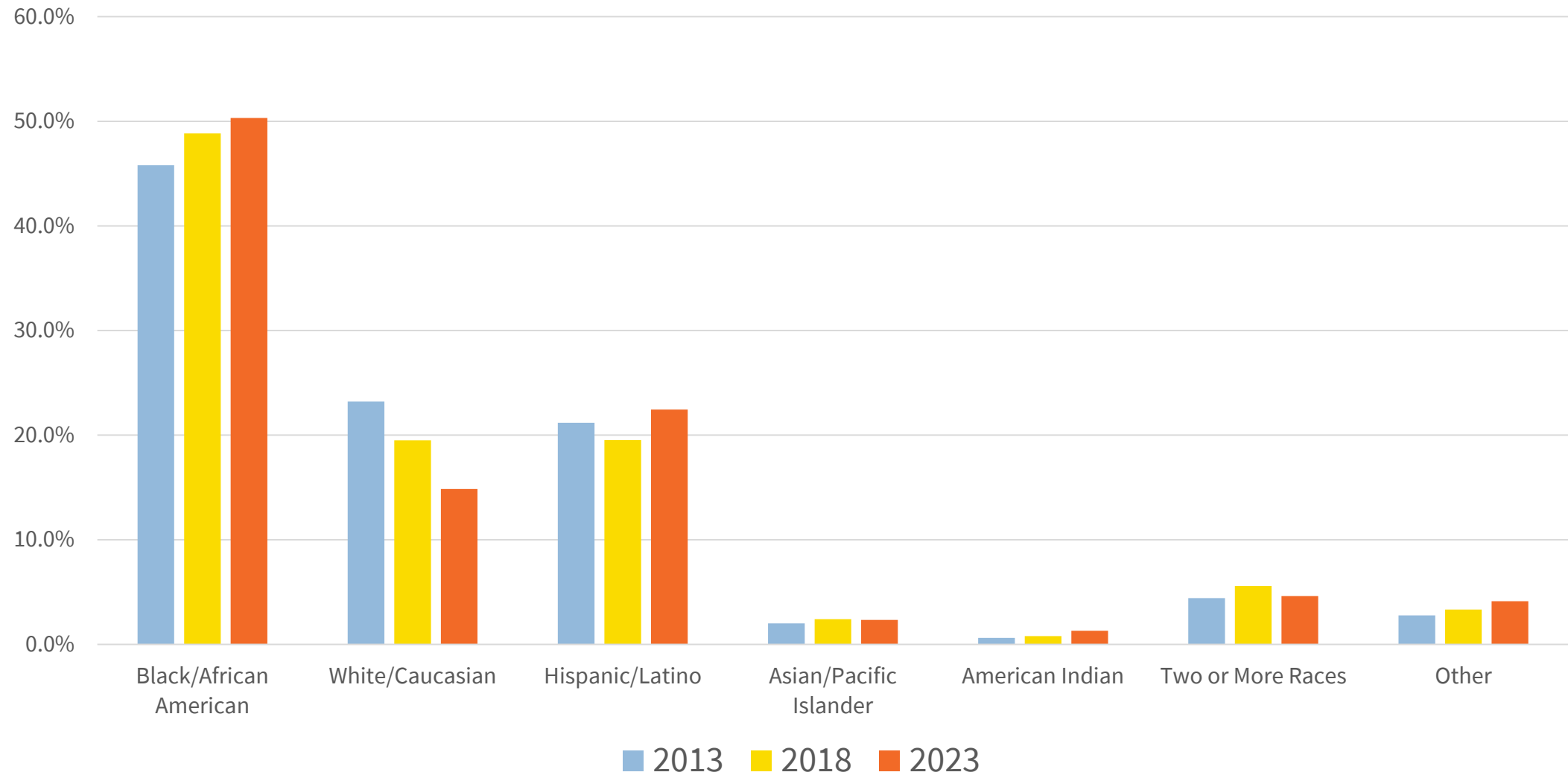
OBS | Survey Language



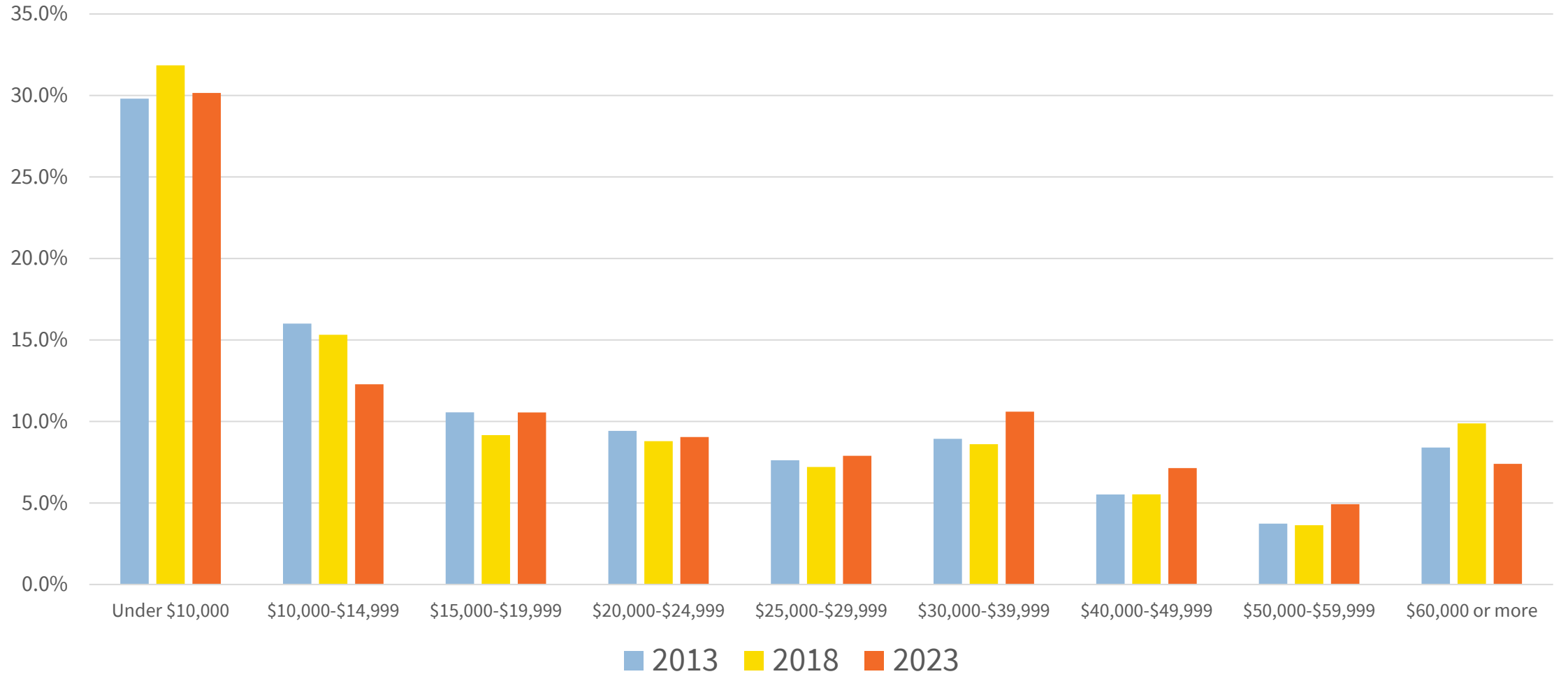
OBS | Age



OBS | Ethnic Origin



OBS | Income



OBS | Passenger Notes

Passengers are more likely to be...

- Black/African American
- Mid-30s
- Household income under \$10,000
- 1 vehicle or fewer in household
- Rides BCT 4+ days per week
- Promoter



OBS | Discussion

- Are you surprised by the preliminary on-board survey results?
- Do they generally align with your understanding of Broward County?

Public Workshops

BCT Transit Development Plan Workshops

Thursday, September 21, 2023

12:30 p.m. to 2:00 p.m.

Dania Beach Paul DeMaio Library
Multipurpose Room
1 Park Avenue East
Dania Beach, FL 33004

Thursday, September 21, 2023

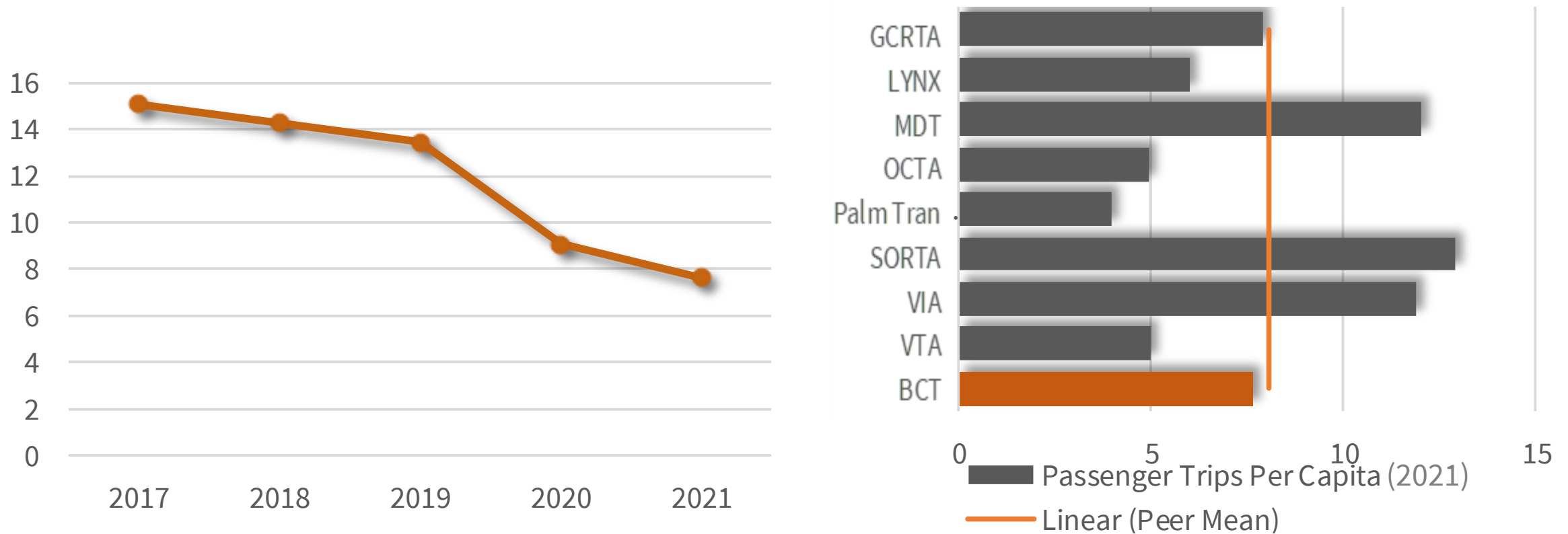
3:30 p.m. to 5:00 p.m.

Miramar Branch Library
Multipurpose Room
2050 Civic Center Place
Miramar, FL 33025

Trend Analysis & Peer Review

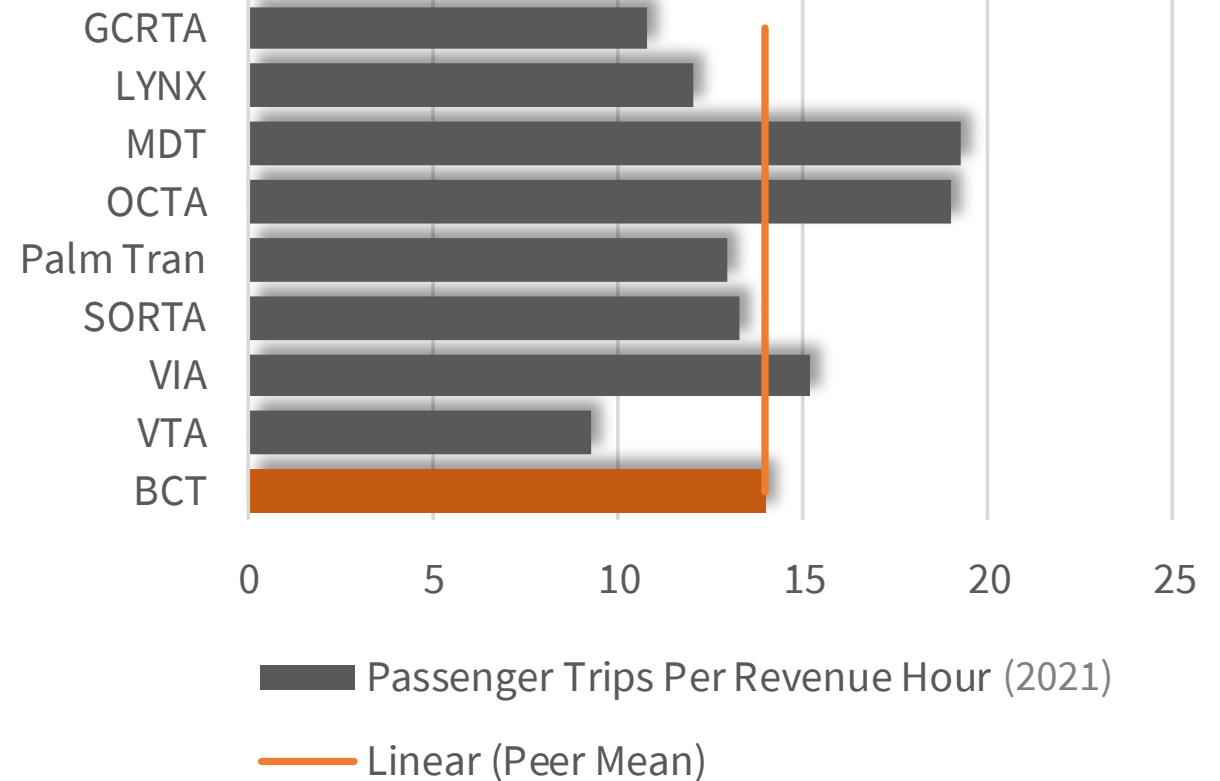
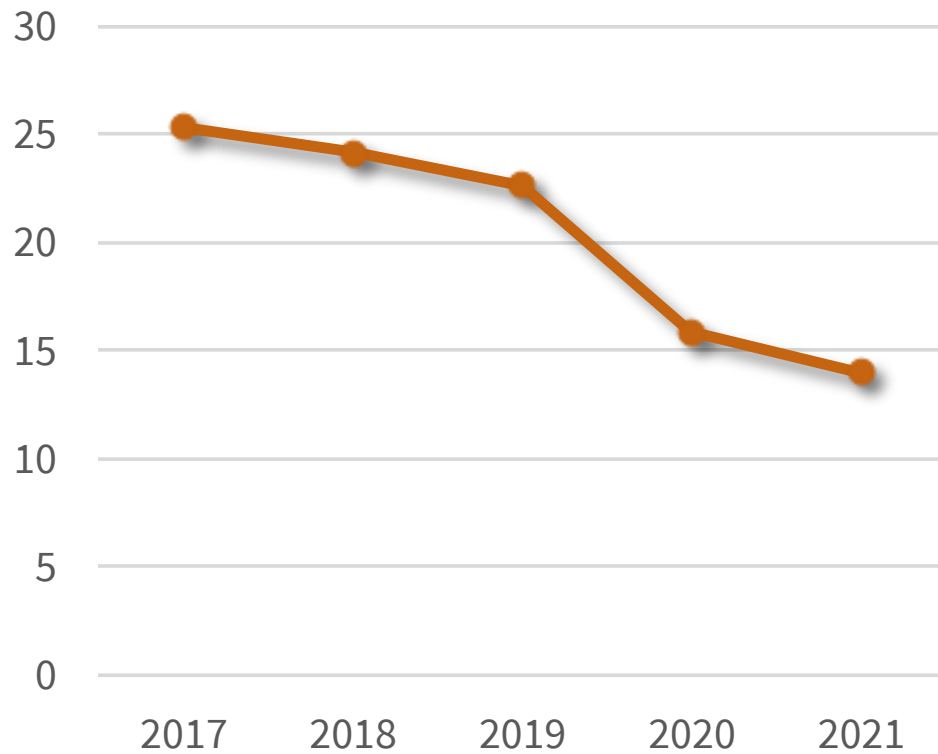
Passenger Trips per Capita

Passenger Trips per Capita



Peer and Trend Figures

Passenger Trips per Revenue Hour



Discussion

Discussion

- Who is the current transit system serving well?
- Who is the current transit system not serving well?

Goals & Objectives

Goals | 2023 TDP (Original)

- Improve mobility for all and implement equitable transit solutions
- Enhance economic development and ensure financial sustainability
- Improve safety and security, ensure resiliency
- Maintain a state of good repair
- Strive to be an employer of choice

Goals | 2023 TDP (Revised)

- Improve mobility for all and implement equitable transit solutions
- Support economic development and ensure financial sustainability
- Improve safety and security
- Ensure resiliency and maintain a state of good repair
- Strive to be an employer of choice

Next Steps

Next Steps

- Public Workshops
- Convene Advisory Review Committee (October 16)

Thank you





Transit Development Plan

BCT Advisory Review Committee
October 16, 2023

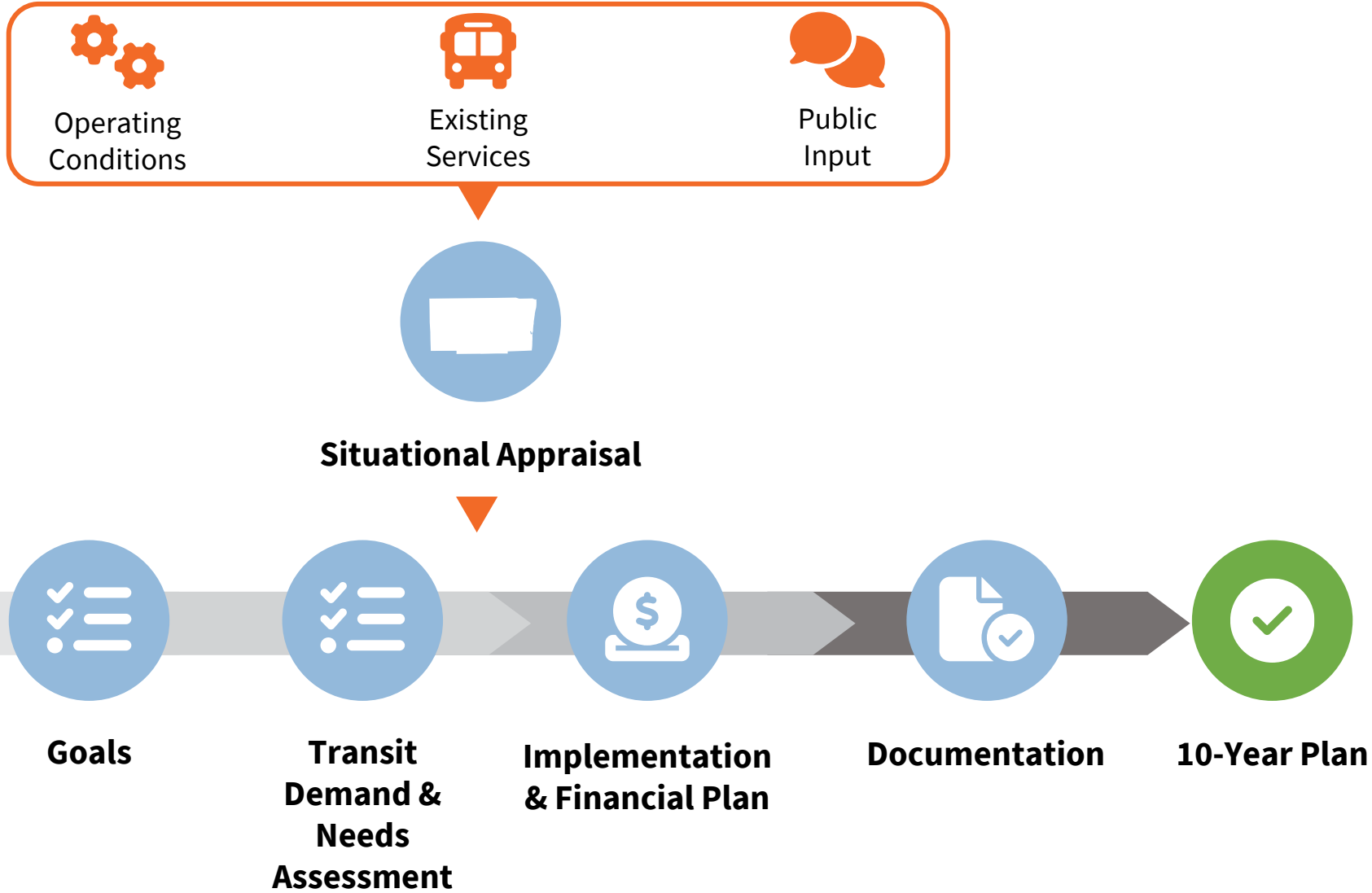


Agenda

- TDP Progress & Schedule Update
- Public Involvement Progress
- Timing
- Next Steps

TDP Progress & Schedule Update

TDP Required Elements



Revised Schedule

- Extension granted until December 15
- BCC agenda on December 12

Public Involvement Progress

Public Involvement Update



9 STAKEHOLDER
INTERVIEWS



1 DISCUSSION
GROUP



4 PUBLIC
WORKSHOPS



3,800+ ON-BOARD
SURVEY



PRESENTATIONS

Stakeholder Themes

- Safety
- Convenience
- Marketing
- Earlier service is needed for hospitality industry on the beach

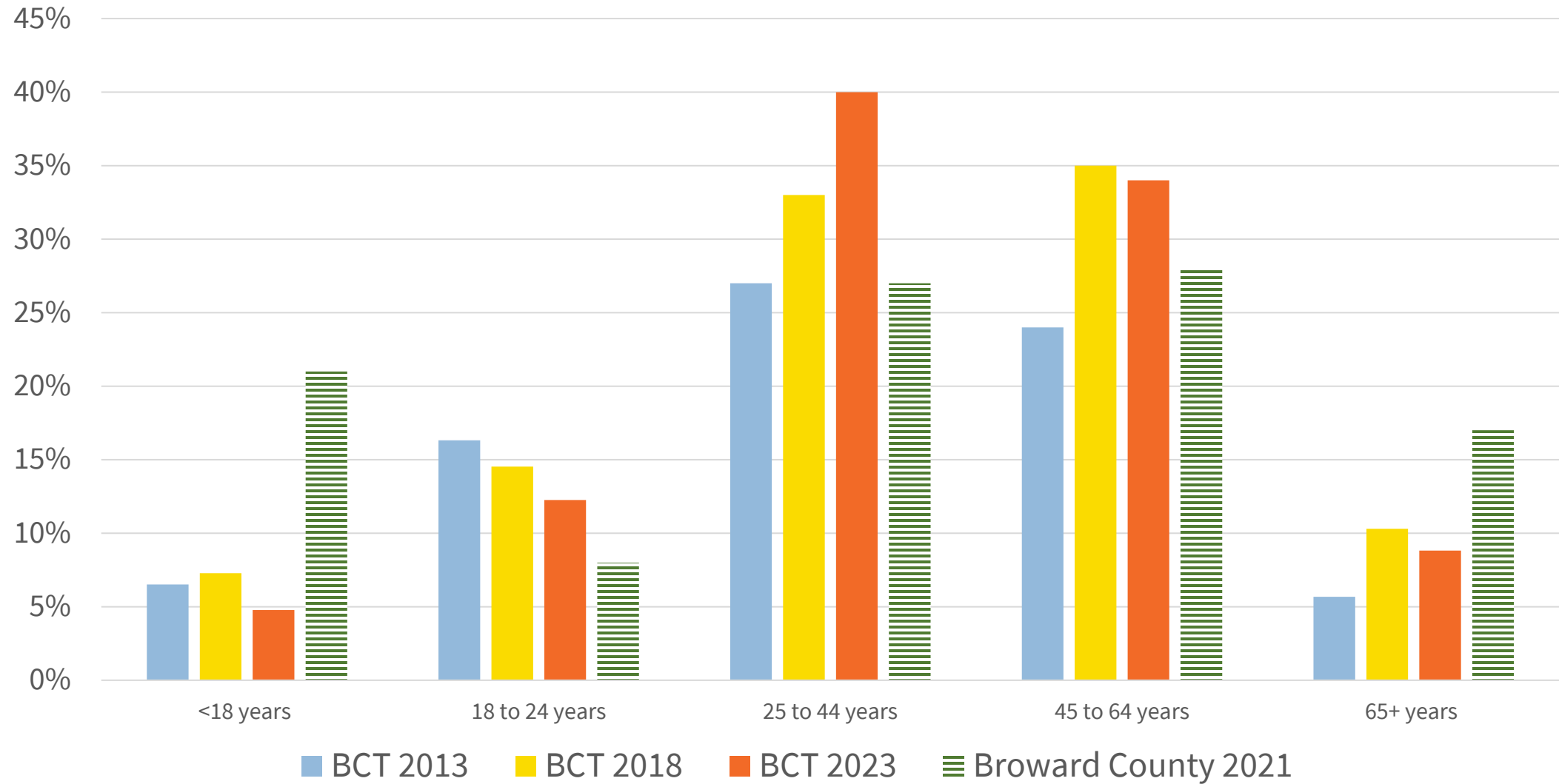
Public Meeting Themes

- Buses are cleaner and passengers are more respectful than in the past
- Requested a 7-day bus pass for seniors
- Again, need to give participants something for their input

On-Board Survey (OBS)

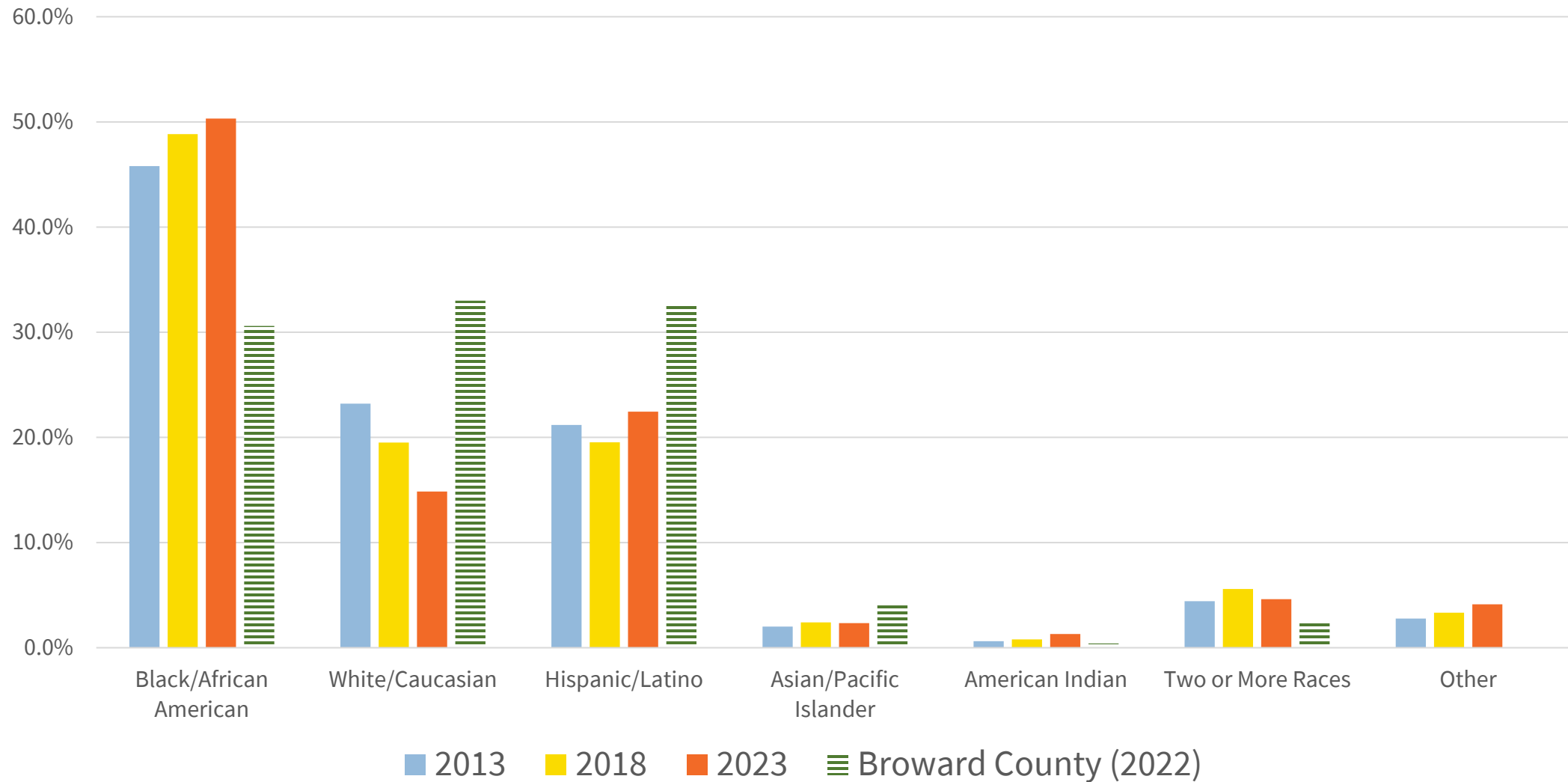
- 3,871 responses
- August 7 – September 8, 2023
- Net Promoter Score - 29

OBS | Age



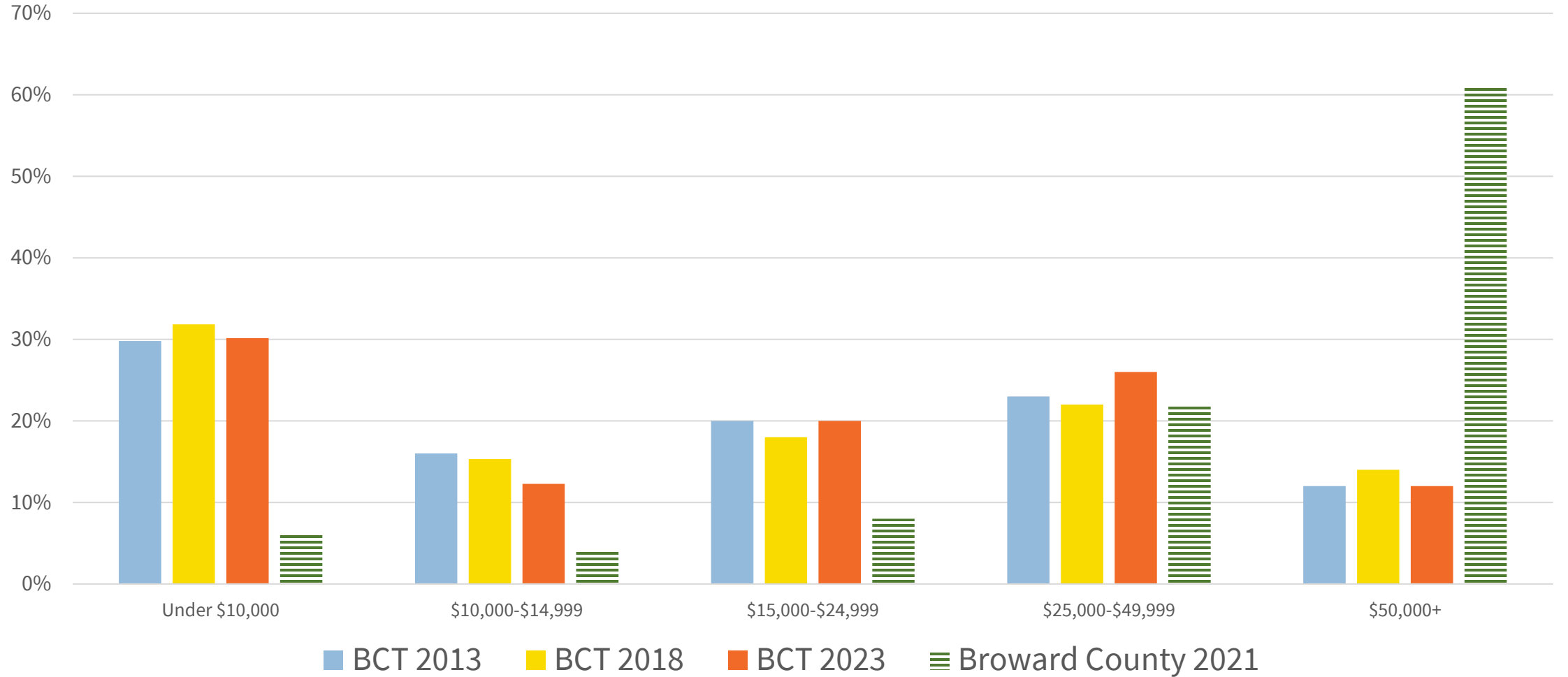
Total may not sum to 100% due to rounding.

OBS | Ethnic Origin



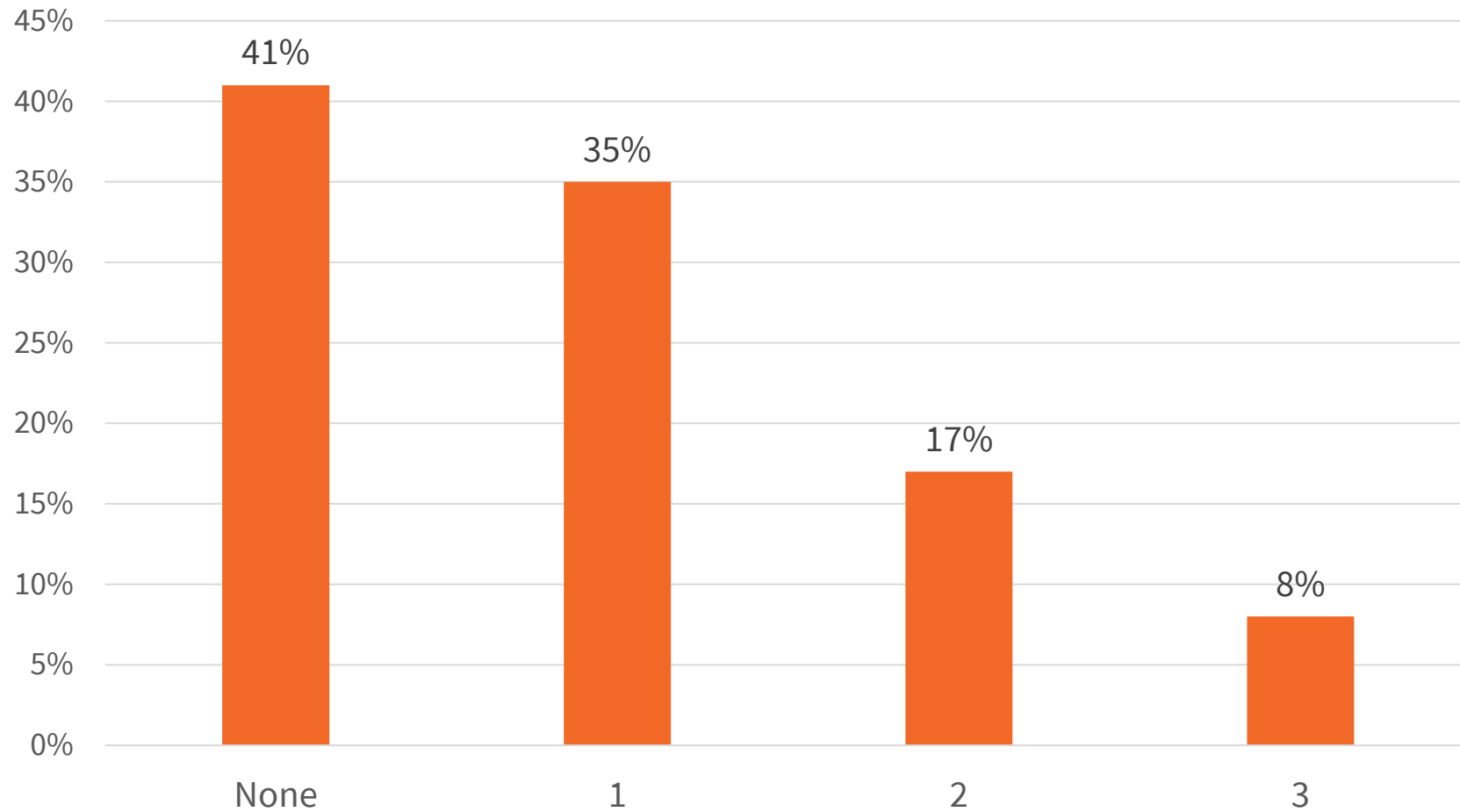
Total may not sum to 100% due to rounding.

OBS | Income



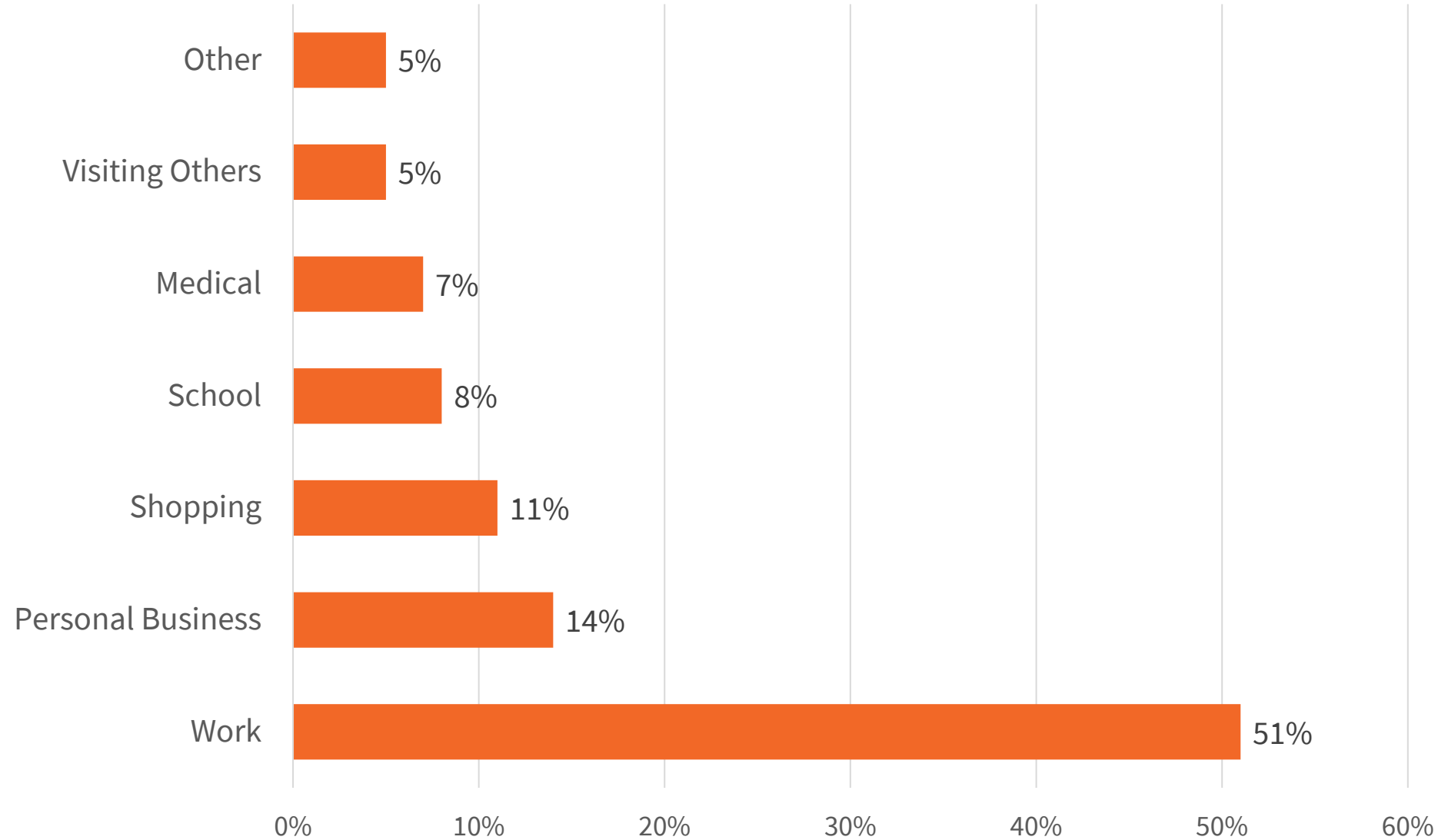
Total may not sum to 100% due to rounding.

OBS | Vehicle Ownership



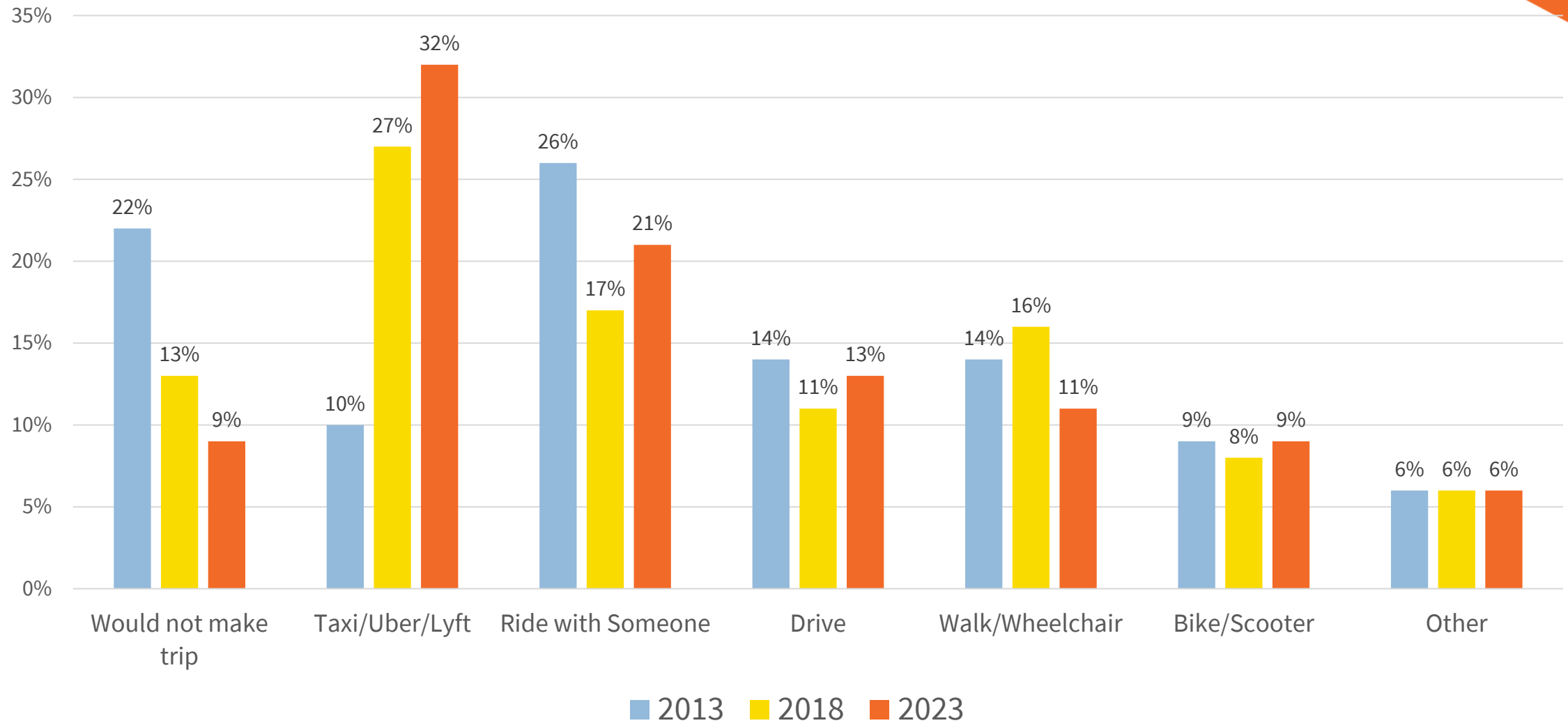
Total may not sum to 100% due to rounding.

OBS | Trip Purpose



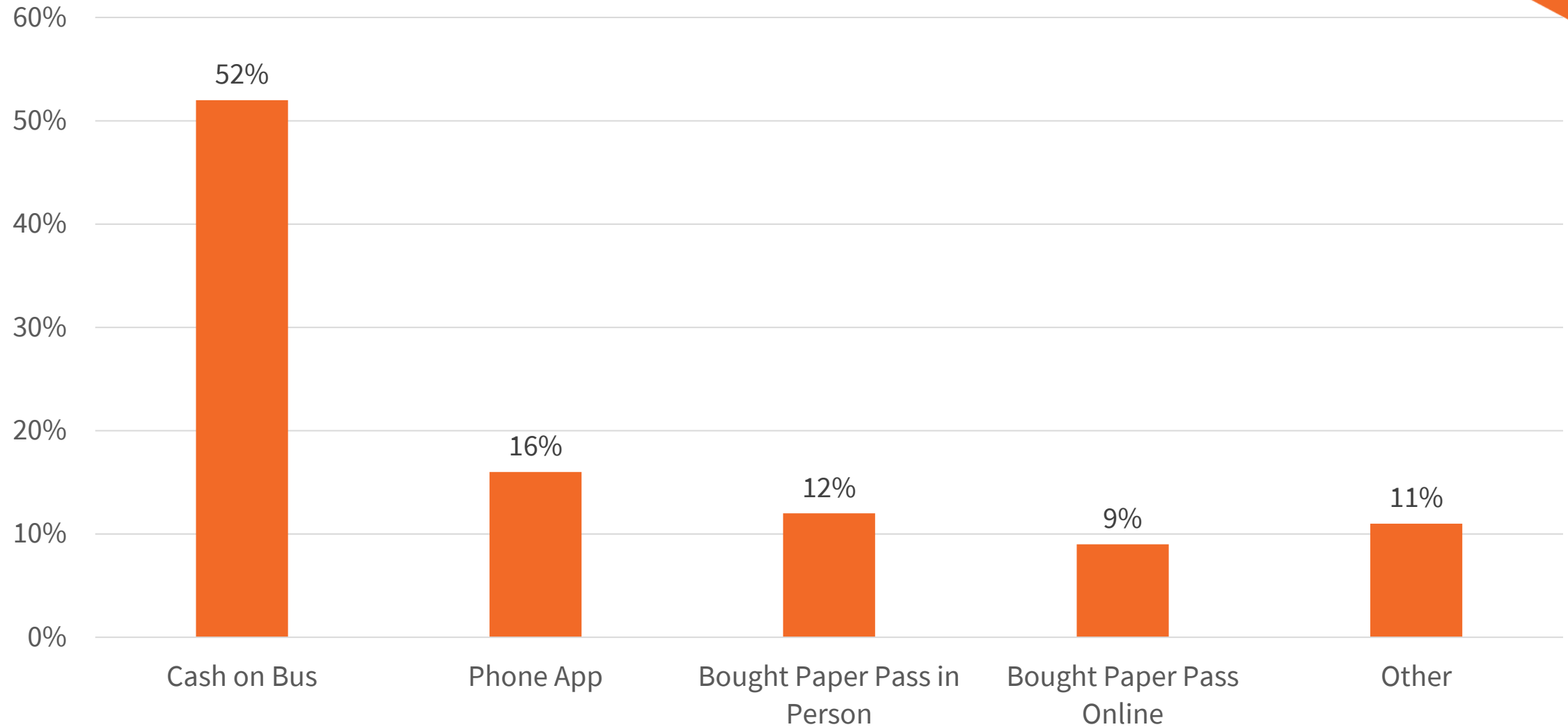
Total may not sum to 100% due to rounding.

OBS | If BCT were Not Available...



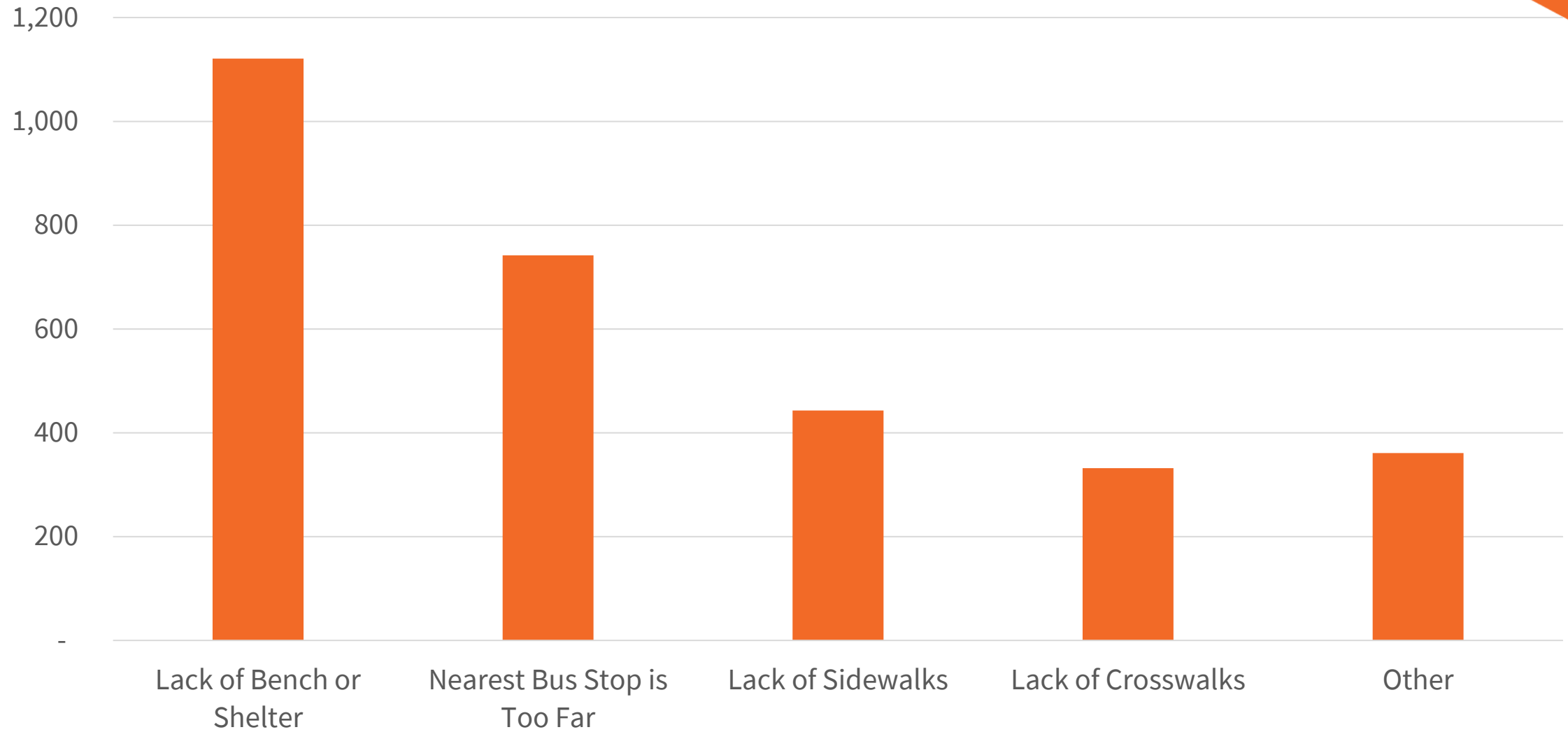
Total may not sum to 100% due to rounding.

OBS | Fare Payment



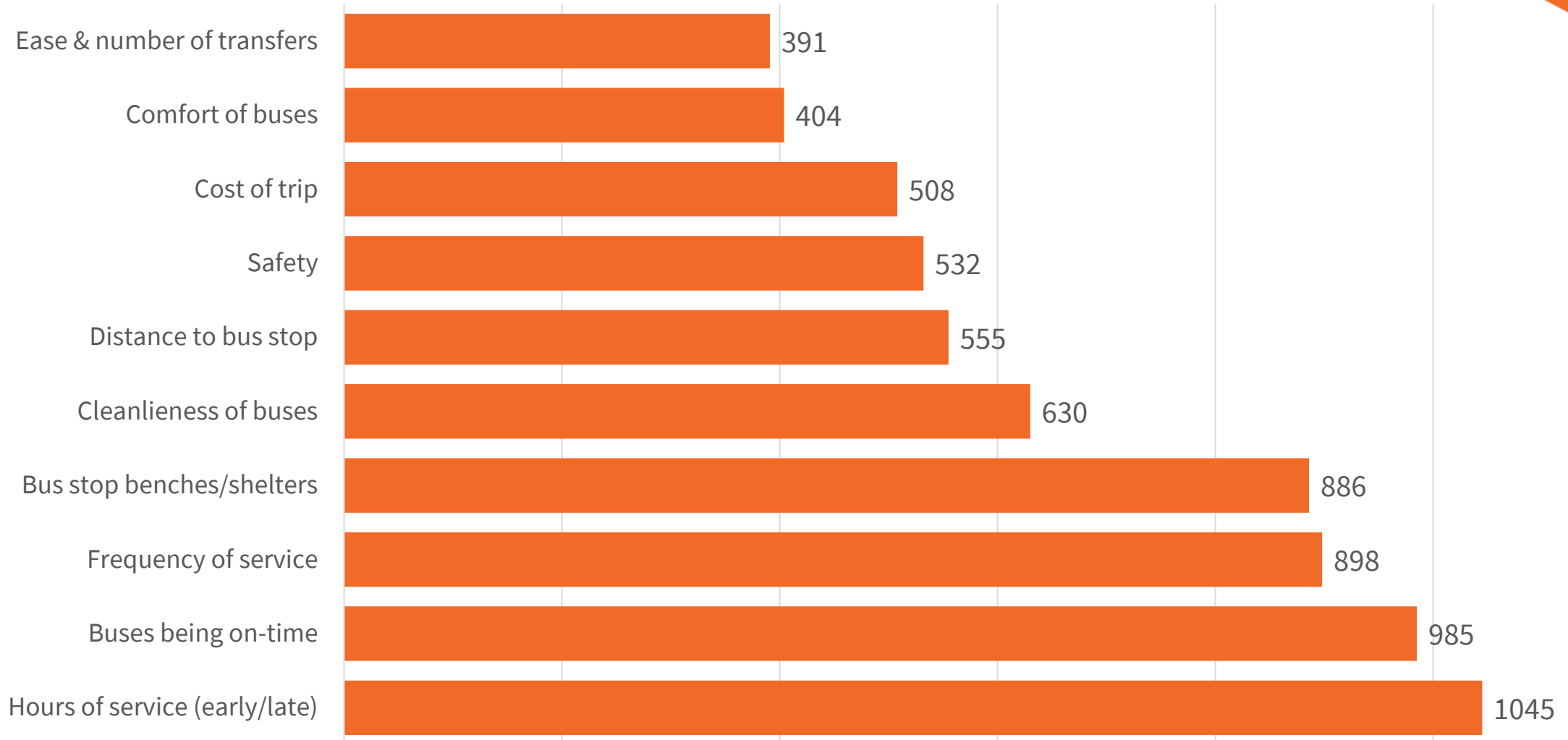
Total may not sum to 100% due to rounding.

OBS | Conditions Affecting Customers



Total may not sum to 100% due to rounding.

OBS | Improvements (Top 3)



Total may not sum to 100% due to rounding.

Community Shuttle Customer Profile

- When compared to customers as a whole, Community Shuttle customers are more likely to ...
 - Be 65 years or older, male and speak only English
 - Ride the bus because it is more convenient (as compared to not having a car available)
 - Be going shopping or to a medical appointment (work is still 38%)
 - Be a long-time rider (> 2 years)
 - Request bus stop benches and shelters

Breeze Customer Profile

- When compared to customers as a whole, Breeze customers are more likely to ...
 - Be 25 to 44 years old and female
 - Live in a household with an annual income of \$15,000 to \$30,000
 - Have started riding within the last 12 months
 - Prefer longer walk to get to a more frequent bus

Express Bus Customer Profile

- When compared to customers as a whole, Express customers are more likely to ...
 - Be middle aged, male and Hispanic/Latino
 - Have access to a car
 - Be going to work
 - Live in a household with an annual income \geq \$100,000
 - Speak a language other than English
 - Ride to save money or for convenience (as compared to not having a car available)
 - Pay with the app

Customers going to School

- When compared to customers as a whole, customers who identified their trip purpose as school are more likely to ...
 - Be under 35 years old
 - Live in a household with 1 car
 - Be Hispanic/Latino or Asian/Pacific Islander
 - Live in a household with an annual income \leq \$25,000

Transit Dependent Customers

- When compared to customers as a whole, customers who indicated that they would not make the trip if BCT were not available are more likely to ...
 - Be over 45 years old and white
 - Live in a household with an annual income <\$10,000
 - Live in a household with no vehicle
 - Be conducting personal business or going to a medical appointment
 - Purchase a bus pass in person

18 to 24-Year-Old Customers

- When compared to customers as a whole, customers who are 18 to 24 years old are more likely to ...
 - Be Black/African American or Hispanic/Latino
 - Live in a household with an annual income \leq \$15,000
 - Live in a household without a vehicle
 - Be going to school
 - Take a taxi/Uber/Lyft or ride with someone if BCT were not available
 - Pay with cash on the bus or app
 - Request improved on-time performance

Higher Ratings

- Express customers over other modes
- Males over females
- Hispanic customers over customers of other ethnic origins
- Customers with the highest and lowest incomes

Timing

Timing

- COA typically before TDP Major Update
- Local service is undefined until COA is completed
 - Improvements are assumed as percent increase
- More detail in Annual Progress Report

Next Steps

Next Steps

- Virtual Public Workshop | October 17, 6 pm
- BCC Agenda | December 12



Virtual meeting
registration link

Thank you





Transit Development Plan

October 17, 2023



Agenda

- TDP Overview
- BCT Services
- On-Board Survey Results
- Your Feedback
- Q & A

Poll #1

Are you currently a BCT customer?

Yes, I ride a lot

Yes, I ride occasionally

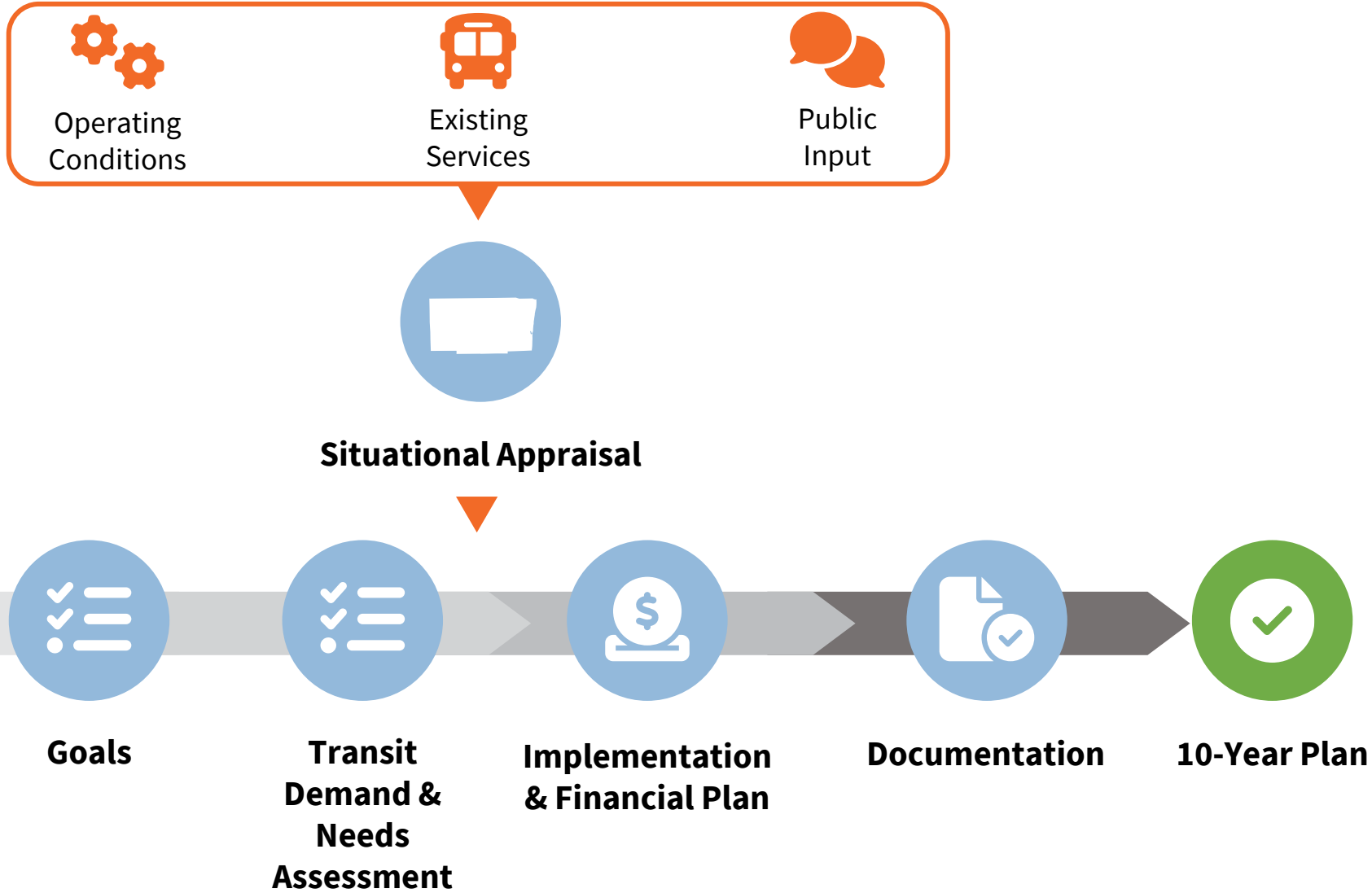
No, I do not use BCT

TDP Overview

TDP Overview

- Required by state statute to receive state funding
- Major Update every 5 years
 - Annual Progress Report
- 10-year planning horizon
- Recommendations related to service, infrastructure, technology, plans and policies for all modes
- Due December 15

TDP Required Elements



Public Involvement Plan



STAKEHOLDER
INTERVIEWS



DISCUSSION
GROUP
WORKSHOPS



PUBLIC
WORKSHOPS



PASSENGER
SURVEY



PRESENTATIONS

BCT Services

BCT Current Goals

- Improve mobility for all and implement equitable transit solutions
- Support economic development and ensure finance sustainability
- Improve safety and security
- Ensure resiliency and maintain a state of good repair
- Strive to be an employer of choice

Ridership (2022)

- Local Bus | 18.5 million
- Express Bus | 350,000
- Breeze | 930,000
- Community Shuttles | 1.15 million
- TOPS! | 780,000
- Grand Total | 21.9 million



Poll #2

Which type of service is most important to expand?

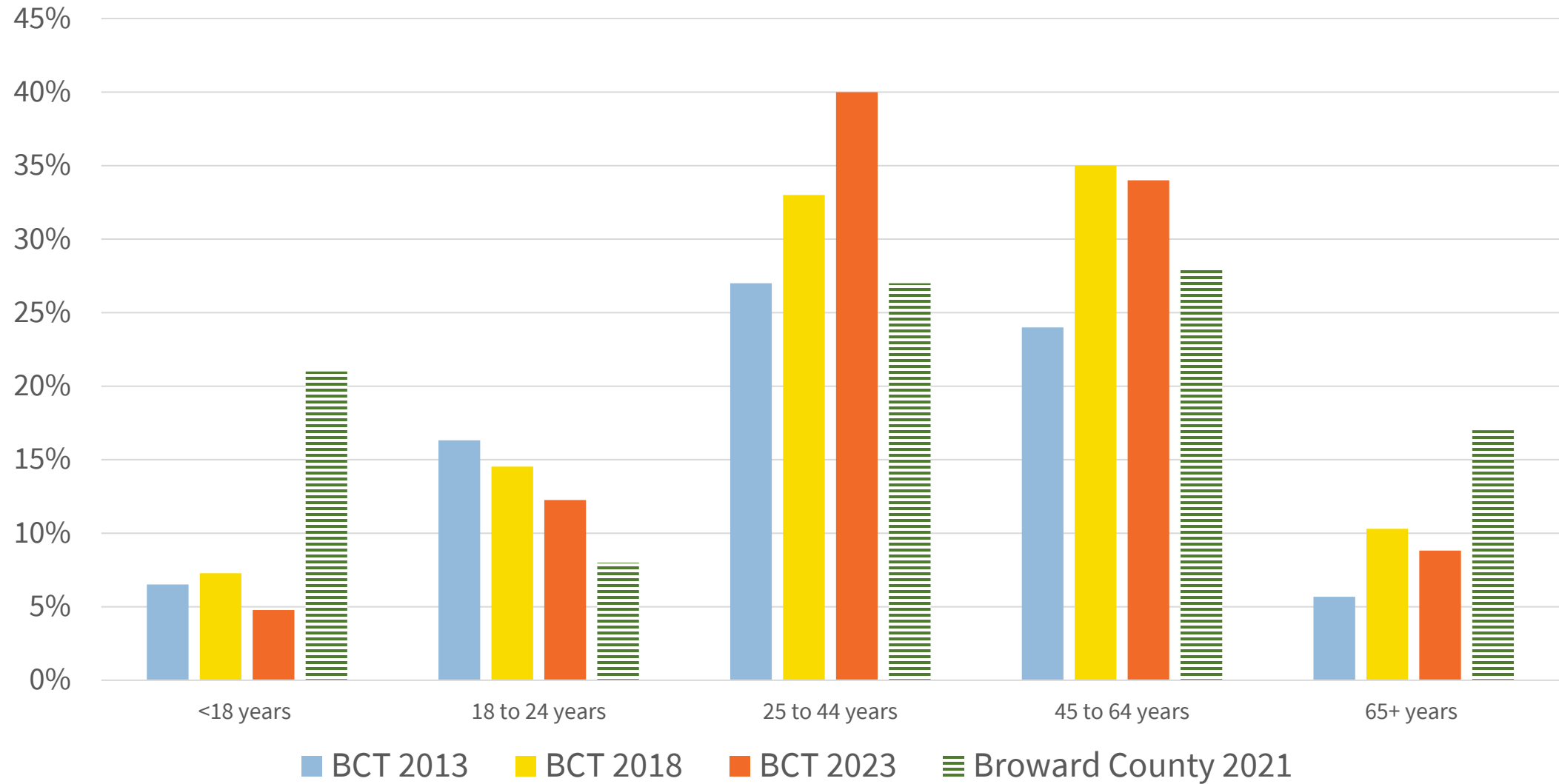
- Local Bus
- Express Bus
- Breeze
- Community Shuttles
- TOPS! Paratransit Service
- I am not sure

On-Board Survey Results

On-Board Survey (OBS)

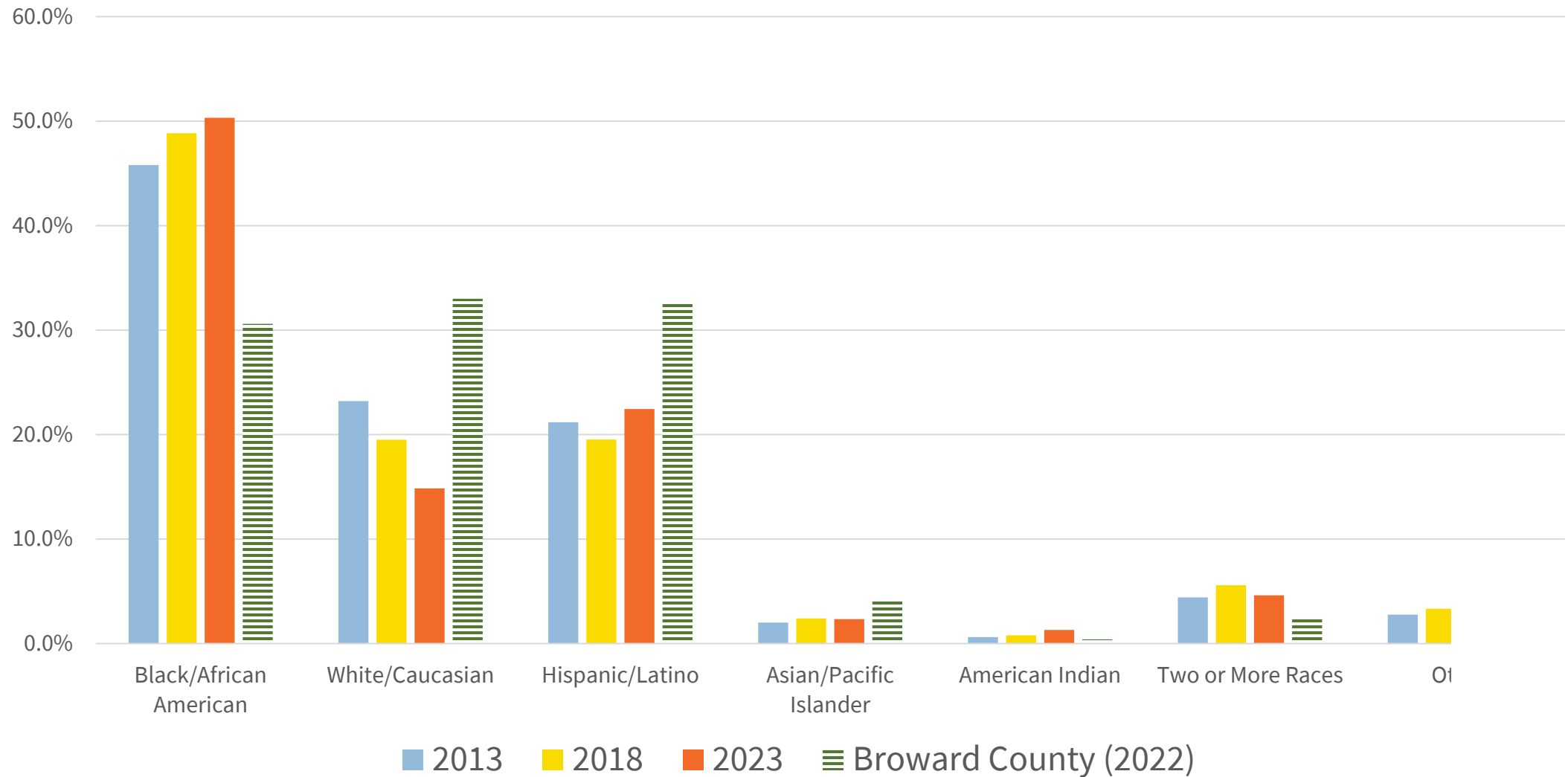
- 3,871 responses
- August 7 – September 8, 2023
- Net Promoter Score - 29

OBS | Age



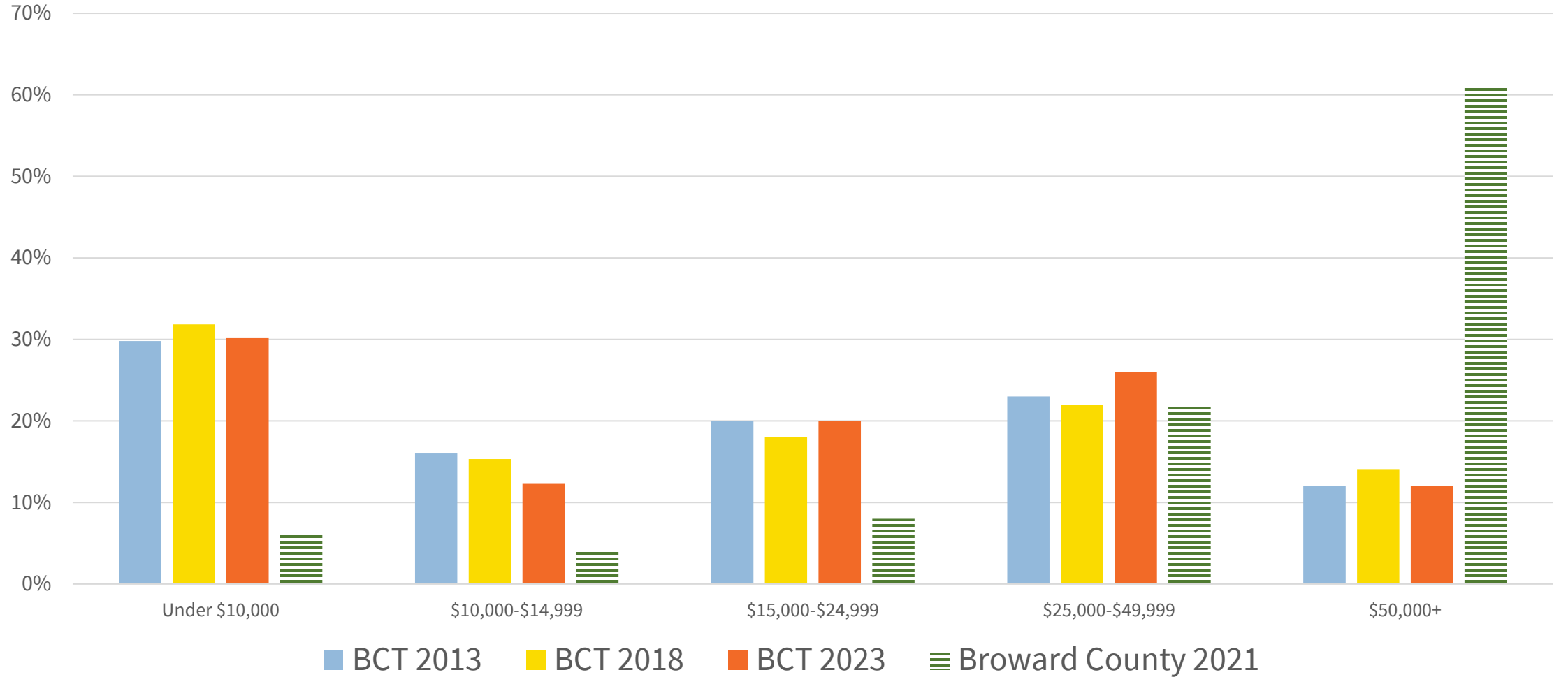
Total may not sum to 100% due to rounding.

OBS | Ethnic Origin



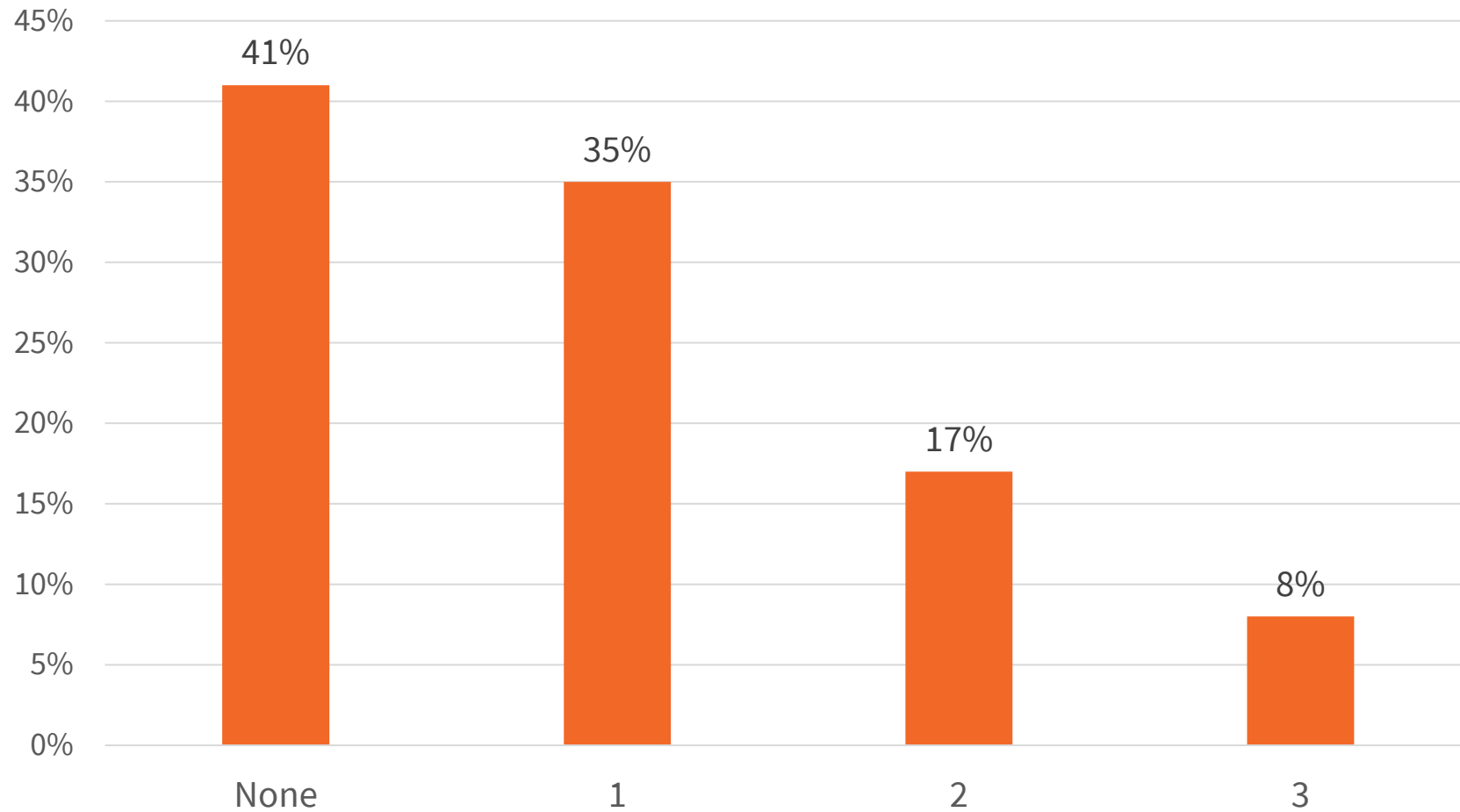
Total may not sum to 100% due to rounding.

OBS | Income



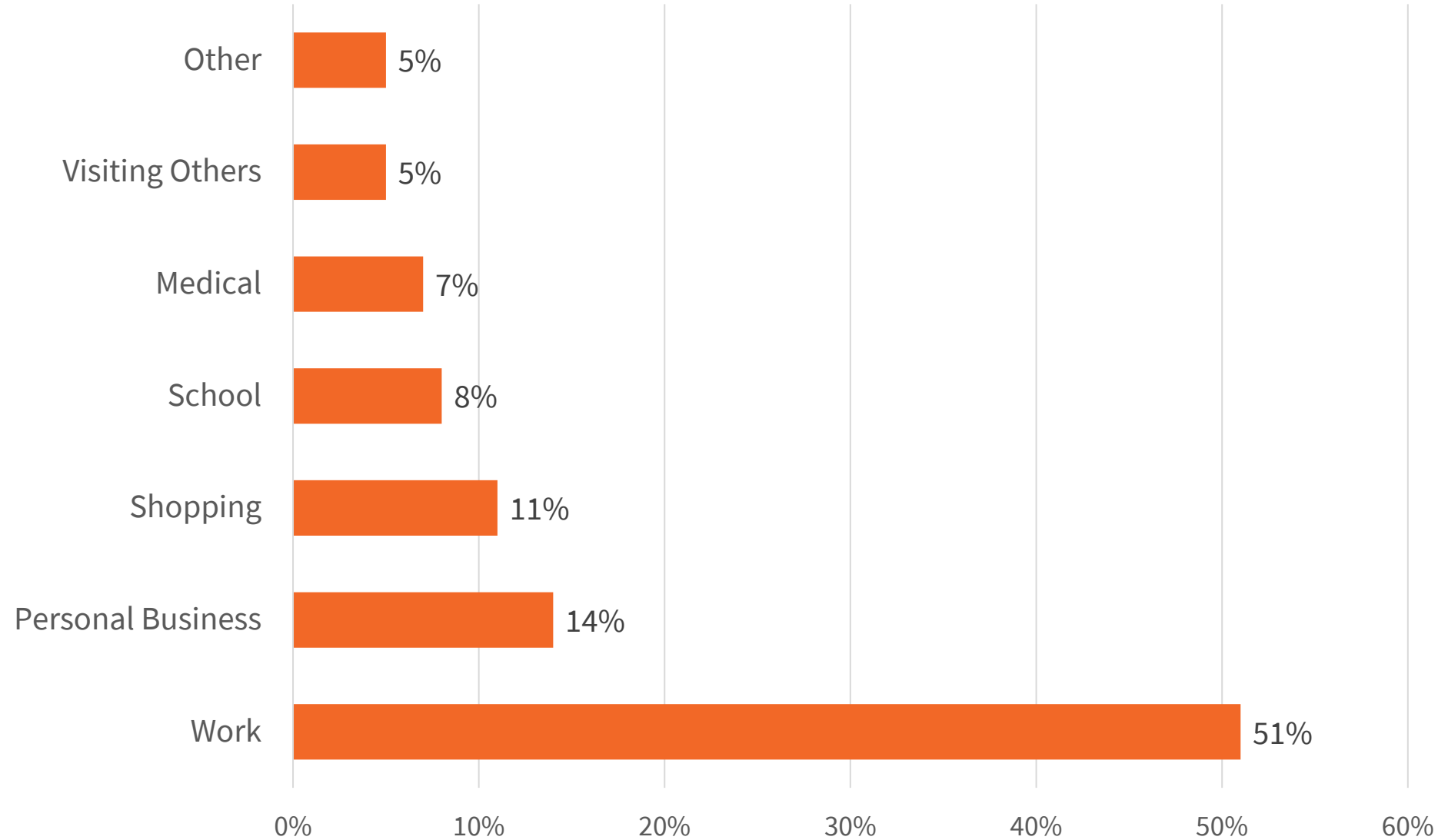
Total may not sum to 100% due to rounding.

OBS | Vehicle Ownership



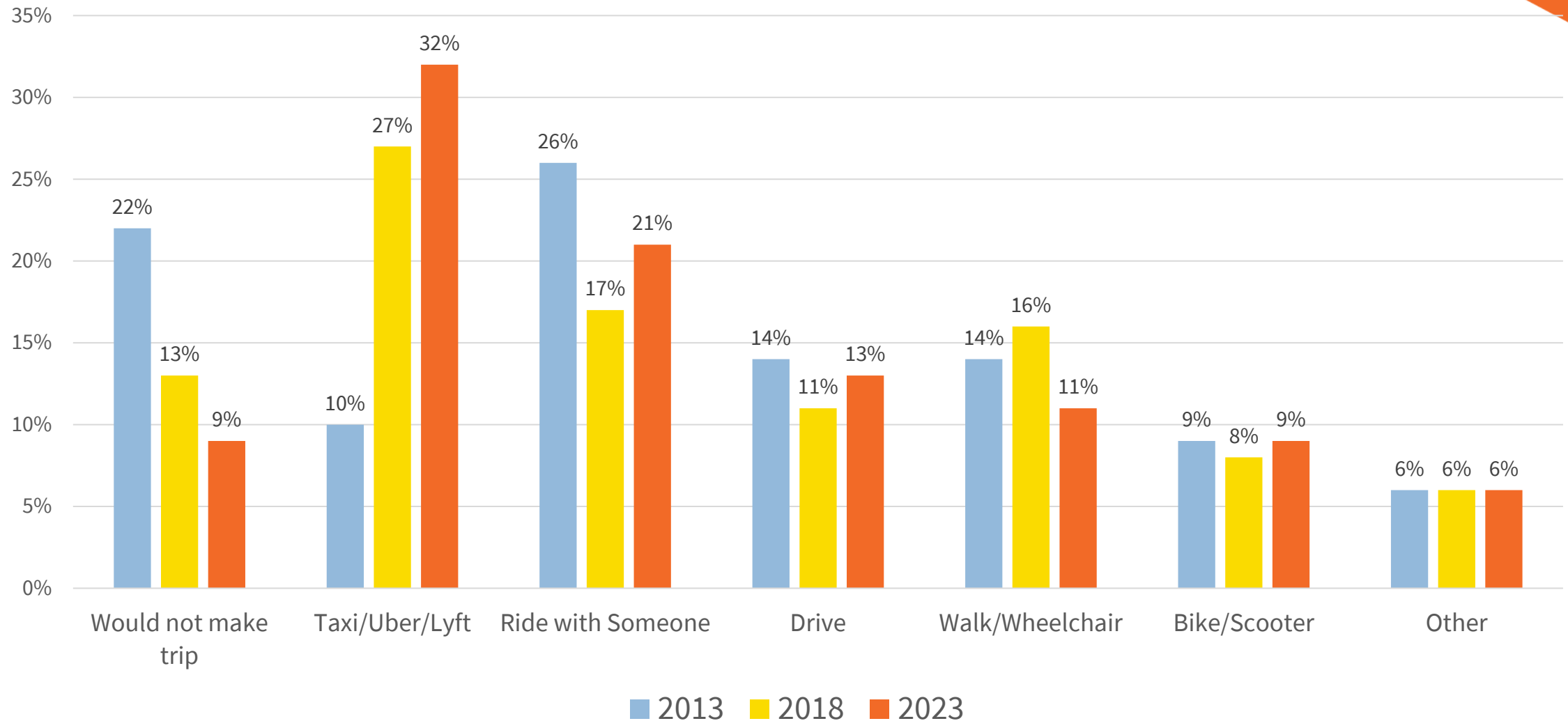
Total may not sum to 100% due to rounding.

OBS | Trip Purpose



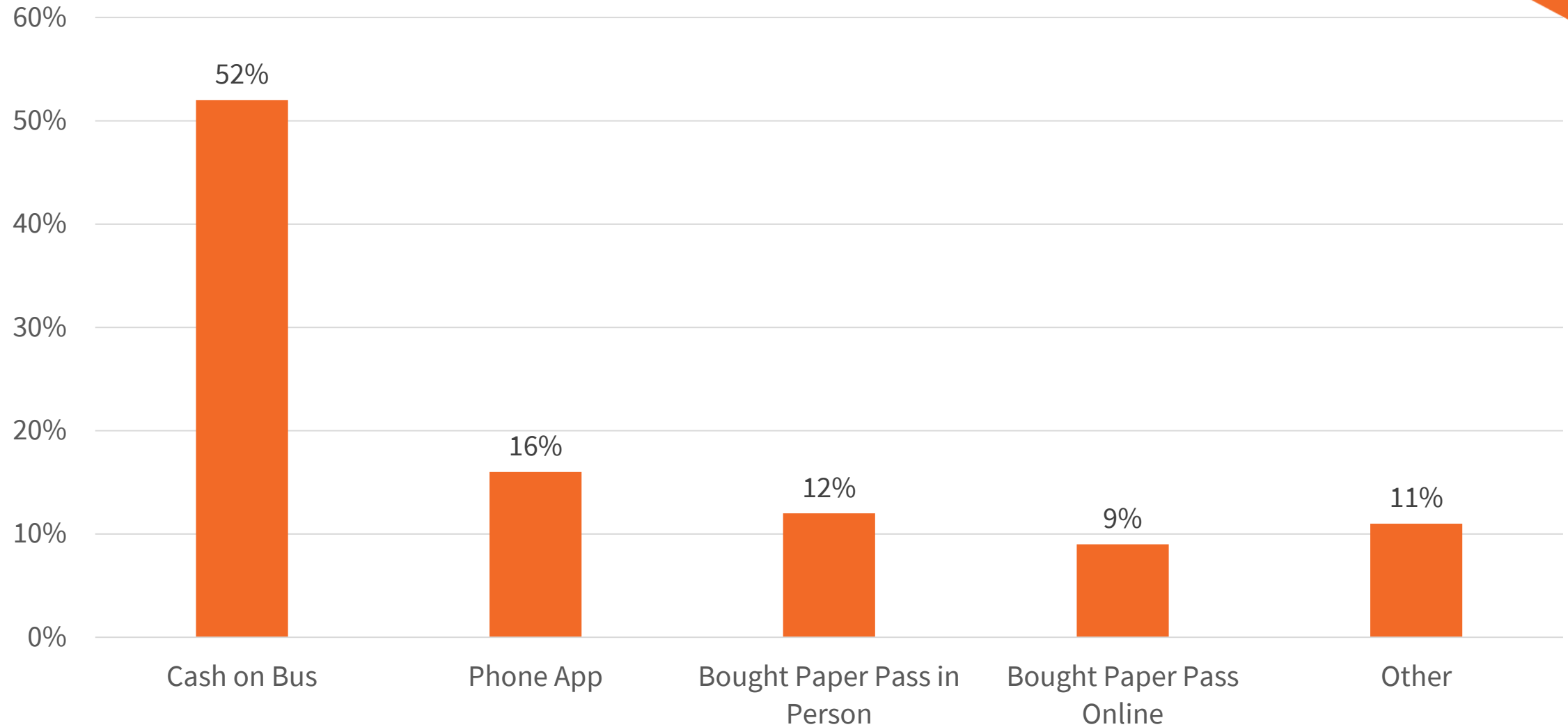
Total may not sum to 100% due to rounding.

OBS | If BCT were Not Available...



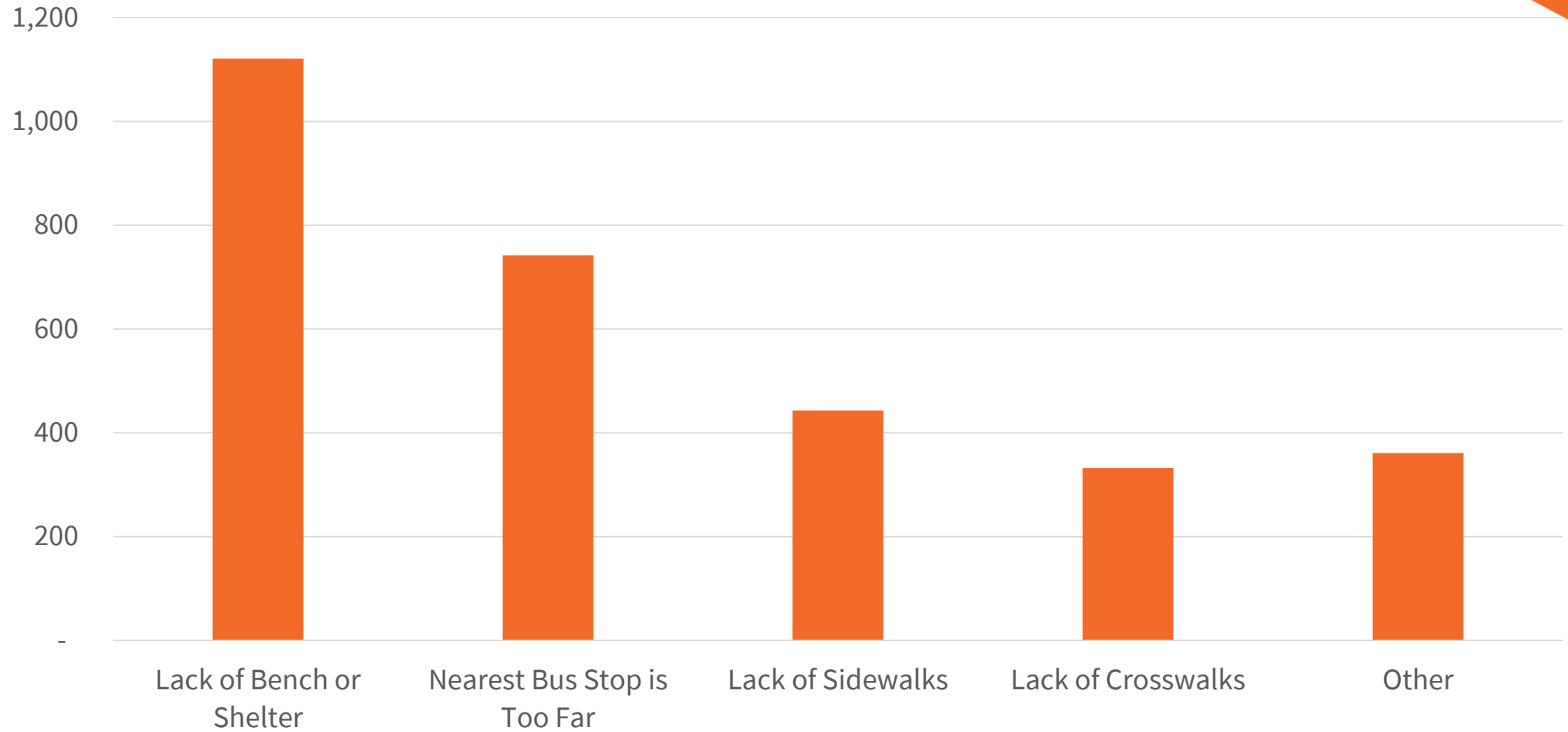
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OBS | Fare Payment



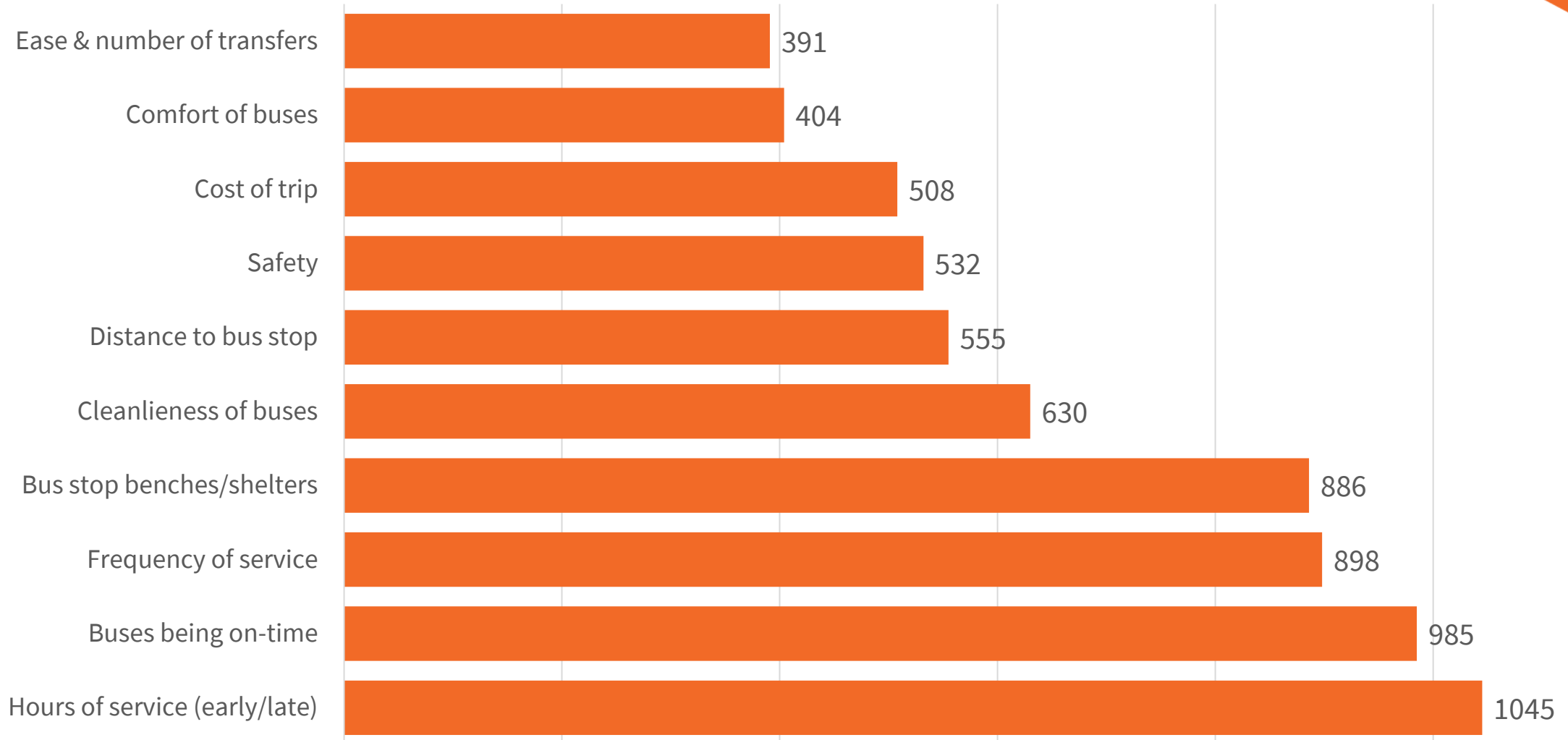
Total may not sum to 100% due to rounding.

OBS | Conditions Affecting Customers



Total may not sum to 100% due to rounding.

OBS | Improvements (Top 3)



Total may not sum to 100% due to rounding.

Survey in Summary

- >50% of trips are for work
- 48% have been riding 2+ years
- Top 3 Most Requested Improvements:
 - Earlier/later hours of service
 - Improved on-time performance
 - Increased frequency of service
- Favorite thing about BCT | Comfort of Buses
- Net Promoter Score | 29

Give us your feedback

Poll #3

How did you hear about this meeting?

- Social media
- Email
- A friend or colleague
- Website
- Other
- Not sure

We want to hear from you!

Take our survey by scanning the QR Code with your phone camera.



arcg.is/0bLTSK

Thank you!

Q & A

BCT Connected Stakeholder Interview Questions

2024-2033 Transit Development Plan (TDP)

Interview with: Charlotte Mather-Taylor, CEO, Area Agency on Aging of Broward County



September 14, 2023

General Perceptions:

1. What is your perception of transit's role in the community? Is it evolving in Broward County?
 - Transit is critical to vulnerable populations. From the senior's perspective, it is critical, particularly since some people, as they age, do not have the ability to drive any longer, or maybe due to socioeconomic status, could not afford a car. Transit is critical for them to live full lives, for example, to get to their doctor's appointments, to be able to socialize, and even to get to critical places like a grocery store to get necessary items. Transit really impacts the quality of life for someone. I think Broward County's Transit system is evolving. There has been a lot of effort from our county to find out what stakeholders feel and to make improvements. I do think that Broward County has excellent commitment to ensuring that transit is something that's improving and that it is there to serve our public.
2. How much awareness of and support for transit is there in the community? Have the levels of awareness and support changed in the last few years, especially given efforts around PREMO?
 - I can't speak for the general public, but I can speak for the different nonprofits and providers that I work with and the clients that we serve. I do think that there's been more advertising from Broward County as to what's available and I know that we provide information as well. I do applaud the efforts to get the information out there. I think it's improving.
3. What do you believe BCT is doing well?
 - There is definitely room for improvement because there has been a real lack of awareness so there is a lot of room for growth. I applaud them, Broward County has made some improvements, but there is still a lot more to do. I do think Broward County Transit is doing well because there's a commitment there. And I do see that people care.
4. What do you believe can be done better?
 - The TOPS program has had some big issues. Things with showing up on time because you're dealing with a real vulnerable population. Drivers are caring and kind to the clients, but there's always room to improve. When complaints are brought to them, they're addressing them, and so in general, I think that the TOPS program has room for improvement, but it is improving. I've seen a lot of effort at looking at the main quarters to make sure the buses are covering all the quarters and so on, and continually looking at that as well, we want to make sure there's access particularly in neighborhoods that

are lower socioeconomic or large amounts of older populations, as well as special needs. If they are going to be using a bus, we don't want them to have it so far away that they can't get there. Looking at the transitions from home to get to the bus stop is important. I've been in enough meetings the last couple of years where I see it's being looked at.

BCT Vision:

1. What types of improvements would entice your constituents to begin to ride BCT or ride it more? Improvements could be related to service, infrastructure, technology, or policy (e.g., fare structure).
 - Service, making sure that there are sufficient number of times that the transit is stopping to pick people up. Making sure that the infrastructure is in place so that when people want to ride a regular bus, that it is close enough to them where they can get off and on and feel safe.
 - I think safety is a big issue. Feeling safe, while riding and safe getting through it. Safety is always a concern that I hear a lot about.
 - Some seniors are technologically savvy, some aren't. So, you need to use some of the old communications as well as technology. Everything needs to be covered in the communication arena: you need old-fashioned signs, and old-fashioned radio because some communities also depend on their language. Certain cultural groups communicate, maybe just by radio, or just by their own newspapers. There needs to be a really good marketing effort; signs in certain spots, social media, email, and the rest of it. But I think it all has to be covered.
 - Fare structure: sometimes what may seem like a very little amount of money to those of us who can afford is a lot of money for someone else. Fare structure is something to be looked at. I know we had a complaint recently to a couple of our senior centers that they couldn't afford the fare. So, looking at the fare structure is always helpful because when you're on a fixed income, it's hard.
 - Making sure there are routes going to the grocery store or other places that are critical in certain neighborhoods so that people have the ability to get good food and those types of things that improve their quality of life. Transit that could maybe bring them to the park are things that should be considered when looking at routes and looking at how we are dealing with people because quality of life is really important. And if you want people to be able to live at home, and be able to enjoy their latter years, then transit is critical to them being able to get to the resources and the things that they need to be able to do that.

2. BCT is investing in microtransit pilot projects. These projects will focus on on-demand service in lower capacity vehicles and benefiting from technology (e.g., Uber and Lyft). Do you think BCT should continue to expand the microtransit program?
 - Some people love Uber and Lyft, and I hear some complaints. Having that option is great, because of the idea that Uber and Lyft can go to their home, and for those who have difficulty walking, that's like a no-brainer that really makes a difference. It is great

to have those options for people, and it can make all the difference in the world for someone who's suffering with challenged healthcare or a disability, and they can't walk as well. So, I think those are good options there's always someone who's going to complain about something, but again, think about someone who has physical-emotional challenges, whatever they are, those are perfect.

- I do think those Uber and Lyft drivers that we use should have a higher level of screening, like a level two. I have always had a concern about putting vulnerable people in a car, a bus, or any kind of transportation without someone who hasn't been properly screened. Even the top drivers could also use more training. If you understand that someone has arthritis or it's hard to move, then you'll understand they are not just complaining when they're trying to get on the bus or they're getting in a cab. If you understand someone may not be able to hear as well, and you're not told that, or you were not trained, you might think they're just being a pain. So, I think that training is always critical for drivers.
3. As growth continues to occur, should there be a specific focus on transit-oriented development?
- A transit-oriented development, yes. I think development should consider transit 100%. They do that in the Northern states all the time, and that is sort of new to Florida. I'm not an expert but it looks that way to me because I used to live in the northeast and I think that when we are looking at developments, we should definitely look at transit. When building housing complexes, 100% yes. I think that's critical.

Public Outreach:

1. With the new investments BCT is making in transit improvements and premium modes, what are the best ways to educate the public and get the word out?
- I mentioned earlier that there are various populations and that this is a very multilingual county so there are many languages spoken. You have Creole, Spanish, Portuguese, English, Russian and more. When doing your marketing and communication, you should look at different ethnic groups, racial groups and how do they get information best. You should develop a campaign for each area. I think everything should be covered from social media, email, and web. You can ask nonprofits like us, which I'm happy to do, to put the information on their website. I try to update on our website the different transportation options. There is no reason other nonprofits can't do the same.
 - When putting out written material, you need to make sure it's in the proper size font. So often my younger staff will provide a font, and I'm like, no, it should be at least 14-point because people need that 14, 16 font size. Posters work well. We had a campaign where we used posters, but they were big posters, and we went around and put them in all the cities. I think that would be great for you guys to do so too. They should be placed in different libraries and places where seniors visit frequently. I'm happy to help you with that too.
 - Flyers are expensive so posters work well and are more permanent. You can also use your city and county's public information officers to put the word out. I could also put the information in my newsletter and there's no reason other nonprofits can't do the

same. You should try to use your community partners to get information out which won't cost you as much. So, then you'll have the money to be able to spend on other things like the posters and the media, and the print ads and those other things that you need.

2. When thinking about your constituents, what types of messaging would be more likely to increase their transit usage? For example, are messages around saving money, reducing environmental impacts, using travel time to do other things like read, etc., impactful?

- There are different types of audiences. There are your lower side economic folks who want to make sure it's affordable, safe, and that it reduces travel time. And then there's folks who have more leeway in life, they may have more leisure time, they could drive a car, and you might have your environmental impact people, and those that want to reduce stress by making it easier to get around. You need to think about the different audiences that you want to reach. There are some people who are more in survival mode, but they are afraid to use the transit even though it will improve their quality of life. Safety is a critical piece.
- Convenience, easy access, in and out, and on time is important. They want to know that they are going to get there, and they're going to have a way back. Also, if you want to try to get more people out of their cars, and into buses, all of those things are going to be just as important to them, they're going to want to know it's safe, on time, all those things too.

3. What is your residential ZIP code?

- Our office is 33351, but we cover the whole county.
- I think that's helpful in your marketing too. If you're looking at a city, like the Sea Ranch Lake, or Lauderdale by the Sea, you're going to have folks of higher economic means there. So, they might be interested in convenience, and they know it's safe, it's on time, they're helping environmental impact because they have more options there.
- But if you're looking at 33311 zip code, where oftentimes for those folks it's really about getting to the store to get to the food you want, then they want to know it's convenient, safe travel. Or they want to know that it's going to help them with their quality of life, especially if they have a disability, or something's going on and that it can make their life easier.
- Most people who have higher economic means don't want to use the bus. If you are in a lower economic bracket and you have a car, you just want to control what you're doing. If you don't trust that the transportation is going to be on time, or that it's safe, you won't use it. A guy friend of mine, who took the metro rail, down to Miami International Airport, said it was really convenient, but he would never want his wife on it, or his daughter because he said it wasn't so safe. Safety is an issue. So, for that perspective – he tells me that and so do you think I want to get on there and do that? No, because of that. So, you need to make sure that it's a safe environment.

BCT Connected Stakeholder Interview Questions

2024-2033 Transit Development Plan (TDP)

Interview with: Amanda Christon, Transit Manager, Broward MPO

September 20, 2023



General Perceptions:

1. What is your perception of transit's role in the community? Is it evolving in Broward County?
 - My perception of transit's role in the community is that it is integral to a productive livable, healthy community. Robust transit and ways for people of all ages and all demographics to get around efficiently and affordably is very important to a local economy and I think it is evolving in Broward. The introduction of the PREMO, the Premium Mobility Transportation transit plan, and its relatively aggressive schedule for implementation signify a sea of change with Broward County and Broward County Transit, and I think that they're taking a customer-first approach to their service planning. I am very proud to be affiliated, even tertiary, with Broward County Transit through the Broward MPO.
2. How much awareness of and support for transit is there in the community? Have the levels of awareness and support changed in the last few years, especially given efforts around PREMO?
 - I do think so. I think that there's a lot of support for transit. There's a lot of support for expanded service - transit service among the folks that use the transit service currently, among the communities that consider it when considering taking a trip to work or taking a trip to the beach. And those folks sometimes decide to take transit, sometimes don't decide to take transit, so there is a general awareness among those populations. There is a certain contingent of folks in Broward who are super excited for premium transit investments, so that includes bus rapid transit and light rail transit and an expansion of the commuter rail line from Miami-Dade. We have two separate pockets of the community that are interested in transit expansion, but from totally different perspectives.
3. What do you believe BCT is doing well? What do you believe can be done better?
 - I think that they've taken important steps to get the ridership back to where it was pre-pandemic, and also to fill those empty operator driver seats with stuff like signing bonuses, and going to career fairs, and having on the spot interviews in order to quickly grow a fleet of service providers for a transit system. Broward County Transit has excellent coverage in Broward County. Broward County Transit buses are not relegated to three North-South routes and three East-West routes. Their service is extensive. I think that that's amazing. I think what they need to do better, which a lot of transit agencies do, is their headways need to be shorter, so there needs to be less time in between one bus to the next. Having service every hour, every half hour that just won't work. That's not sustainable for a successful transit system that is a transit system of choice, getting people out of their cars and onto buses, et cetera. I think their service

hours need to be longer. I think that they're attempting to have real time arrival information through apps and things like that. Most of the stops don't have any sort of timetable, there's no schedule, there's no information about transfers, and I think that it could be a little cheaper for what they provide. It's weird to have a preponderance of the transit stops in this giant county without any schedules.

BCT Vision:

1. What types of improvements would entice your constituents to begin to ride BCT or ride it more? Improvements could be related to service, infrastructure, technology, or policy (e.g., fare structure).
 - The service needs to be longer, so start earlier and end later. The infrastructure that could be a technological infrastructure with better real time arrival information through the app or even through electronic changeable signs at some of the major stops. Thinking also about technology, I put safety into that. Sometimes people feel very unsafe, walking to and from the stops and the stations, to and from the transfer areas like downtown Fort Lauderdale. I have heard that people are very leery of going to that particular bus transfer station, if it is not in the middle of the day, so the lighting needs to be improved. As far as safety is concerned, having a CCTV camera system at some of the major transfer stations and the biggest stops. I think that fare structure could be a little cheaper, but I am happy that it is not distance based. One ride, one fare and you can transfer among the buses in the system. Distance based fare structures put an undue burden on the poor and indigent.
2. BCT is investing in micro transit pilot projects. These projects will focus on on-demand service in lower capacity vehicles and benefiting from technology (e.g., Uber and Lyft). Do you think BCT should continue to expand the micro transit program?
 - I do and the micro transit program may be the best awareness campaign about the BCT coverage that they could possibly endeavor to do. I think that they would also get that rider that doesn't even think about transit. They will get the attention of the rider who has their own car, and who doesn't. They can drive wherever they want to and that is convenient and does not have the stigma of a fixed route bus because there are a lot of people that just won't ride the bus because they don't want to be perceived as poor. I've been in the transit industry for almost 20 years, and you would be amazed at what people think reflects about them. Considering it so cheap, the advertising underwriting of those kinds of services make it even cheaper than paying the market rate. It could be cheaper for the transit rider to be on those micro transit vehicles. From an outreach perspective and a new rider perspective, micro transit is a really good idea.
3. As growth continues to occur, should there be a specific focus on transit-oriented development?
 - Always. Because land use and transportation are the two halves of city development or an urbanized area. The term city meaning all Broward County except for the far West. Dense development brings people that are potential transit riders. Transit oriented development creates an environment, creates the ridership necessary to support better

transit investments. If there's better transit that people want to take, it spurs major development within 1/4 mile or a half mile of a station of that transit system. TOD is important because that density is central to a successful premium transit system and a premium transit system that doesn't have built-in ridership. It will fail and people and communities will waste millions of dollars.

Public Outreach:

1. With the new investments BCT is making in transit improvements and premium modes, what are the best ways to educate the public and get the word out?
 - As the transit manager for the MPO, I have what I've called the Transit Academy. It is a monthly presentation to the MPO board about what these premium transit modes are. The first one scheduled for October is about bus rapid transit and that mode of transportation. I think that BCT needs to have some sort of traveling show that tells you all about bus rapid transit. I don't think they need to worry about light rail, I don't think they need to worry about commuter rail, and they barely have to worry about like the high frequency fixed route buses. People need to understand what BRT is because a lot of people just think that BRT is just a bus, and it is not just a bus. If they focus on what BRT is and they take that everywhere, they take that to schools, to community centers, synagogues, that will be successful.

2. When thinking about your constituents, what types of messaging would be more likely to increase their transit usage? For example, are messages around saving money, reducing environmental impacts, using travel time to do other things like read, etc., impactful?
 - I think it is efficiency, not necessarily a shorter trip. If people ride the BRT and there's Wi-Fi, they can work while they're on it. The BRT system has a series of technology, so it skips all the red lights. It has signalized priority, or queue jump so they are in their own lane, no cars, they're working, and they get to ride through these red lights while happily sitting on their air-conditioned premium coach. I think that their journey to work might be 20 minutes longer, but people would be happy to take it. They feel like their time is better spent on this premium transit, than just sitting in traffic and to just not be super stressed out, caught in a traffic jam and being able to be productive while you're journeying to work. There are other things like being able to go out to dinner and have some cocktails and, get a safe ride home. That's part of what some of these micro transit properties are offering like Circuit and Freebie. I've lived in a few cities and even in the small ones, if I wanted to go downtown for a festival, I took the bus because I didn't have to worry about parking. I didn't have to worry about all sorts of stuff.

3. What is your residential ZIP code?
 - My residential is 33445.

BCT Connected Stakeholder Interview Questions

2024-2033 Transit Development Plan (TDP)

Interview with: Jenni Morejon, President & CEO, Fort Lauderdale Downtown Development Authority

September 12, 2023



General Perceptions:

1. What is your perception of transit's role in the community? Is it evolving in Broward County?
 - The perception is that transit in Broward downtown, is Bus only. There is micromobility, of course, the circulators and those may be considered transit, but it is not with the mindset of BCT, it is more like a private type of service even though the city of Ft. Lauderdale promotes it. The perception of transit is improving and evolving particularly because Brightline is receiving such great ridership and hopefully that will start to carry the water for people to believe in additional mass transit options if they are at that level of success.
2. How much awareness of and support for transit is there in the community? Have the levels of awareness and support changed in the last few years, especially given efforts around PREMO?
 - a. There is still a stigma with riding the bus, especially because of the homeless activity happening in downtown, so the micromobility from downtown perspective has been something that people are gravitating towards because it's open air, and easy, and you can't sleep on it.
3. What do you believe BCT is doing well?
 - From an outsider, bringing in leadership that has demonstrated success in bigger communities is the pinnacle of what BCT did well recently.
4. What do you believe can be done better?
 - Marketing is big, the surtax has passed, and no information has been put out there. They know BCT has invested a lot with new vehicles but from a general audience there has not been much messaging.

BCT Vision:

1. What types of improvements would entice your constituents to begin to ride BCT or ride it more? Improvements could be related to service, infrastructure, technology, or policy (e.g., fare structure).
 - Infrastructure at bus stops from maintenance, the trash to comfort and homeless activity is a non-starter for is choice riders to use it.
 - It's a source of revenue but the wraps on the buses make it uncomfortable. They don't feel like they can see what's on the bus. There is no sense of transparency to see what is going on inside the bus. The busses are too big and when you see it empty it creates the

perception that is not being used so you think you are the only one in the bus so, safety is a concern. Big buses are the wrong direction where smaller vehicles are more attractive for people to ride them.

2. BCT is investing in microtransit pilot projects. These projects will focus on on-demand service in lower capacity vehicles and benefiting from technology (e.g., Uber and Lyft). Do you think BCT should continue to expand the microtransit program?
 - Miami-Dade County started 30 years before Broward County with a mass transit vision and they have the RTZ and Broward County has the Geller amendment, which encourages TOD and affordable housing along corridors, but the County and BCT identifies priority lands that are either owned by County or BCT and takes proactive steps to solicit redevelopment around land stations.
3. As growth continues to occur, should there be a specific focus on transit-oriented development?
 - They have to be careful that the local act doesn't discourage good TOD from happening by requiring 40% affordable units. You don't want to kill a financial real estate deal by requiring a certain amount of affordable housing. There are key things we can learn from MDC.

Public Outreach:

1. With the new investments BCT is making in transit improvements and premium modes, what are the best ways to educate the public and get the word out?
 - You have groups like the Greater Ft. Lauderdale Alliance, CVB, and chambers of commerce around the county, and they all have meetings all the time. If there was some way to have their meetings on a bus route, so they can see the improvements to the infrastructure and vehicle and get a sense of who the bus driver is and who gets on and off the route. If it were a targeted approach that has a win-win and you are part of helping us build the vision, you may get some good feedback, but it is also a way to build advocacy.
 - Social is the best way to connect with people so maybe some influencers ride the bus and shoot some video content and share that, showing the riders and that it is not a bad experience.
 - When progress is being made on a project, like a construction project or looking at vehicles at the shop, having the public see the actual manufacturer of electric vehicles doing a 30 second video watching the bus being made and showing the progress, milestones and what's happening with your money.
2. When thinking about your constituents, what types of messaging would be more likely to increase their transit usage? For example, are messages around saving money, reducing environmental impacts, using travel time to do other things like read, etc., impactful?
 - Clean, safe, efficient, reliable, time saving. Time saving especially because of the return to the office and a lot of those that are hold outs is because they don't want to go back to the commute. Transit dependent riders need all of this too as well as choice riders.

If employer paid your transit pass, to save time, would that be a good message?

- Yes, it creates the building blocks for when there is premium transit service whether it's BRT or light rail and engages business community for more engaged and efficient workforce.
- Brightline as an example. Having an employer subsidize that monthly pass would be an unbelievable benefit because it's seamless and the service should be an obvious choice for choice and money.

3. What is your residential ZIP code?

- 33301 (DDA)
- From a personal perspective, driving US1 every day, I see the conditions of the stations and it is a non-starter for me. Perhaps having a better partnership with the adjacent property owners. If they are incentivized to help because it is a reflection of them if the terrible-looking station has trash, and dirt instead of grass and landscaping, it sets the instant perception that no one cares. There should be a partnership with business councils and commercial real estate groups to get involved and ask, "How do we work together to improve this community and transit?" and make it an economic thing. As this progresses and there is support to get this marketing initiative, the DDA would be happy to help spread the word and see the brand and message elevate.

BCT Connected Stakeholder Interview Questions

2024-2033 Transit Development Plan (TDP)

Interview with: Paul Henjes, Government Affairs and Strategic Partnerships
Manager, FlixBus

September 12, 2023



General Perceptions:

1. What is your perception of transit's role in the community? Is it evolving in Broward County?
 - Paul does not live in the county and mentioned he has limited knowledge, but his dad lives in Palm Beach County. Paul visits Broward County sometimes.
 - My perception in Broward County is that it is increasingly vital to the area. From personal experience, housing prices are really growing in South Florida, and there has been a lot of migration into South Florida, so as it is happening, costs are going up. In terms of inflation, people are seeing transit as maybe the option to reduce costs or get around because there's more traffic than there used to be, so it seems like the perception right now is limited in terms of scope and service provided. It seems like as the area is growing, it's also improving and the awareness of it is also improving as well.
2. How much awareness of and support for transit is there in the community? Have the levels of awareness and support changed in the last few years, especially given efforts around PREMO?
 - For context, I managed FlixBus in the Southeast Network for 3 years now. I only have a couple of years involvement in Florida, so my knowledge is a little bit limited. It does seem like South Florida is a very car-oriented area. The knowledge and awareness in transit is somewhat low, especially compared to some other regions in the US, but specifically with a lot of folks moving to South Florida from other parts of the country, I think the awareness is increasing, and it seems like the support is changing too. There have been a lot of new services launched, rail and bus, including us in South Florida, and I think that all contributes to more awareness and support trends, in general.
3. What do you believe BCT is doing well? What do you believe can be done better?
 - I think one thing that seems to be doing well is the public outreach, things like this interview are really great to see. Not every transit agency is open to public feedback and input, and it seems you are doing a really great job with that. I also think that working to improve service, not every area is so focused on improvement, and being reactive to changes is great to see. On the improvement side, one thing that in my perspective that I see could be helpful is if BCT took a little bit more of multimodal approach. One thing that we struggle with at FlixBus is making connections with our Broward County Transit. Broward County doesn't have many multimodal facilities where transfers can happen between private carriers and public, like our parent county transit. For context, I work for the parent company of FlixBus, who also owns Greyhound, and our networks together create one national network and that's something I have seen greyhound's

side too. They have many of the same stops that we have, and something that would be helpful is if BCT took a little bit of lead on building and guiding new facilities for multimodal transportation and facilitating easier transfers. And we've seen that in Miami-Dade County. There is a facility they recently built there, The Golden Glades Multimodal Facility, and we have a transfer there, we stop in the same spot that Miami-Dade Transit and Broward County Transit stop at, and I think something like that in Broward County would be great to see.

BCT Vision:

1. What types of improvements would entice your constituents to begin to ride BCT or ride it more? Improvements could be related to service, infrastructure, technology, or policy (e.g., fare structure).
 - One thing we've seen for inner city buses is that many of the things that draw people onto the bus are time, travel, and then convenience. Having frequent services that go to the place that people want to go to and that doesn't take too much longer, or takes less time, than driving. I think those things we've seen as we've created shorter routes that are more frequent and that's not the places that people want to go to, all of that really helps to get people on to the service.
2. BCT is investing in micro transit pilot projects. These projects will focus on on-demand service in lower capacity vehicles and benefiting from technology (e.g., Uber and Lyft). Do you think BCT should continue to expand the micro transit program?
 - I'm sure that is great for microtransit. Focusing on core routes that have the potential to get a lot more focus on them, increasing ridership, and facilitating transfers between high frequency routes is really a winning solution, and I'm sure micro transits can work well with that. Focusing on the core first is the most important thing.
3. As growth continues to occur, should there be a specific focus on transit-oriented development?
 - It's a great idea. I think what we've seen in our experience working with other transit agencies is that transit companies often have a lot of real estate that can be used for other purposes. Specifically with residential development. That can really help increase ridership directly at the station where people already live and then also creating kind of more centers near transits can be a winning solution specifically for growing ridership.

Public Outreach:

1. With the new investments BCT is making in transit improvements and premium modes, what are the best ways to educate the public and get the word out?
 - For FlixBus, I'll say that we found out that online advertising is helpful for getting people on the bus. I think we really live in the digital world nowadays, and meeting people where they're at which is often online is really a great way to get the word out there. Trying to think about that for transit as well is a really great idea.

2. When thinking about your constituents, what types of messaging would be more likely to increase their transit usage? For example, are messages around saving money, reducing environmental impacts, using travel time to do other things like read, etc., impactful?
 - The number one thing that we've seen at least from FlixBus is people really care about their time. They don't want to be late; they would rather have short trips. If transit can deliver that then people will often use transit and FlixBus by extension. Really focusing on the time savings that you can have by not sitting in traffic or by being able to do other things, or just by saving time in general really is an opening argument and I do think also reducing environmental impacts which is another big thing. That is something that is growing and as people become more aware of the climate crisis.

3. Do you think incentivizing people to ride with some kind of reward is also something that you could see BCT doing?
 - Yes, that's something FlixBus doesn't do in the US right now. We are a European company, and we don't do that in Europe either. From our perspective we found out that focusing on the core service is really what will bring people back.

4. What is your residential ZIP code?
 - I'll say the FlixBus office. It's not in our county but it's 10001.

BCT Connected Stakeholder Interview Questions

2024-2033 Transit Development Plan (TDP)

Interview with: Dan Lindblade, President/CEO, Ft. Lauderdale Chamber of Commerce

September 29, 2023



General Perceptions:

1. What is your perception of transit's role in the community? Is it evolving in Broward County?
 - To move people from place to place in the most efficient manner possible. It should reduce the number of single person vehicles. That has always been our vision here at the chamber, to replace this single person vehicle with more mass transit whether it's train, bus, or helicopter. It is evolving and taking an exceedingly long time, but it is Broward County. The Penny Surtax is starting to make some headway but it's early in the game, so we'll see how it all plays out.
2. How much awareness of and support for transit is there in the community? Have the levels of awareness and support changed in the last few years, especially given efforts around PREMO?
 - Awareness has improved the business community. We had the new director come and speak at my board meeting and there is a lack of understanding of what money is being spent, where and how it's impacting change. I can't tell you how many times I hear people say, "I thought they were going to synchronize the lights" and they sure aren't synchronized. And "why are we spending all this money on buses if they're 90% vacant?" I can't say whether those comments are factual or not, but I do think there could be a better public relations effort, on the part of transit.
3. What do you believe BCT is doing well?
 - We should move away from surface streets and try to get dedicated lanes and buses and move to rail and other forms of transportation, autonomous vehicles. I don't know everything that is coming because I'm not a futurist but we seem to be putting a lot of our money into buses and I'm not sure that that is going to solve our problem because people aren't willing to give up their cars.
4. What do you believe can be done better?
 - I haven't looked at the app lately but perhaps using technology to better leverage ridership. I think they can be doing a better job of that. It can always improve. Also, BCT bought new energy efficient vehicles and got new formulas on headways, and they've got the express buses that they're using to go down to Miami Dade.

BCT Vision:

1. What types of improvements would entice your constituents to begin to ride BCT or ride it more? Improvements could be related to service, infrastructure, technology, or policy (e.g., fare structure).
 - Price isn't the issue for my constituents. It's efficient, cleanliness, and safety. All of those are paramount and if they get on a vehicle and they don't feel safe or it's not clean or it's honorific, they're not going to ride it. I was just in Washington DC and their subway system is absolutely clean, safe, moves well on time, you can always depend on it and it's a joy to ride. I don't know if we can say that to our transit here.
2. BCT is investing in microtransit pilot projects. These projects will focus on on-demand service in lower capacity vehicles and benefiting from technology (e.g., Uber and Lyft). Do you think BCT should continue to expand the microtransit program?
 - That depends on the success of ridership usage and if there is a need. We tried with the hotels on the beach in Fort Lauderdale and I don't know what the success has been. It is tough for people who are in housekeeping to get to the properties and then come off the late shift and in the morning get back to their homes. I don't think the adoption of that has been very good from the constituency. But again, I'd have to look at the numbers and figure what's going right and what's going wrong before I could say yes or no.
3. As growth continues to occur, should there be a specific focus on transit-oriented development?
 - Of course, yes. The closer we can get workers to mass transit venues the easier it's going to be for them to get to where they are going. It must be efficient and down here, standing out in the heat, standing out in the rain, waiting for something to show up, people are going to look for alternatives that don't put them at risk. Transit oriented development is something that we're going to work on, especially as it comes to the inner-city rail opportunities that we're trying to establish from South Broward up to Andrews Avenue and Broward Health. Every time you have a stop or a platform, there should be development around that in, in proximity.

Public Outreach:

1. With the new investments BCT is making in transit improvements and premium modes, what are the best ways to educate the public and get the word out?
 - Social media. There's no silver bullet but social media, paid advertisement, community forums, apps, and phones. I'm not crazy about billboards and we don't have a ton of billboards around here right now.
2. When thinking about your constituents, what types of messaging would be more likely to increase their transit usage? For example, are messages around saving money, reducing environmental impacts, using travel time to do other things like read, etc., impactful?
 - For my constituents it's all about ease of use. Price is not an issue. It is about safety. I said it before about the bus safety and cleanliness. Being on time and dependability is a big one.

3. What is your residential ZIP code?

- 33301

BCT Connected Stakeholder Interview Questions

2024-2033 Transit Development Plan (TDP)

Interview with: Bob Swindell, President/CEO, Greater Fort Lauderdale Alliance/Prosperity Partnership

October 3, 2023



General Perceptions:

1. What is your perception of transit's role in the community? Is it evolving in Broward County?
 - The responsibility of transit is getting people from home to their place of work. Obviously, the ease of doing that is critically important. I think the perception is that Broward is doing a good job of making an investment with the surtax dollars and expanding the system.
 - And I hope it's evolving. Part of communicating to the business community would be reporting out on things like ridership, things that we would do if we were looking to grow our business, how many customers do we have today versus last month, versus last year and constantly looking at those numbers to see what's moving in the right direction.
 - There are a couple of organizations that I work with that do a great job with the dashboard that just have blocks of information and if the background is green, that means that's growing. Red means that it's shrinking. If it's just a stat then it might be like a gray box, but you can look at that dashboard on one screen and get a pretty good feel of what's going on and areas of business or growth.
 - For the business community, it's a better understanding of what our ridership look like, do we have more people riding buses today than we did 12 months ago? What's the percentage look like? Are we peaking out at rush hour times? Do we need additional capacity at those times of day, reflecting on it like a transportation business and understanding where those needs are, where we're getting good ridership in other areas, and where we could maybe market it better to get more ridership. Getting that information and helping businesses understand that, because our business is going to promote their employees to use the bus system as well.

2. How much awareness of and support for transit is there in the community? Have the levels of awareness and support changed in the last few years, especially given efforts around PREMO?
 - I'm really excited about the new offerings that PREMO is going to be able to bring to the community trying to make mass transit a little more upscale.
 - When I talk to friends about Brightline, and I use Brightline quite a bit, especially friends that are working in the Northeast, I think about a train, and the nice experience.
 - Brightline, from the very beginning has been about the customer experience. I think it's going to require some ongoing marketing and I know it's hard sometimes when the transit business are not well maintained.

- Recently I've had nursing care for a family member and the nurses take the buses system to get to our house and occasionally I'll drop them off. We've had a lot of rain recently, so when you're walking to the bus and they don't have a lot of shelters and there is no tree canopy that will protect from both the heat and rain as well, that is a problem. People need to understand that they if they had a bad experience on a bus, that we're investing more with security and cameras and making sure that it's a better customer experience.
- If you had a bad experience, it's going to take some convincing to get people to try their product again. My recommendation would be to invest a little bit more in that. I know it's hard sometimes with elected leaders saying they will spend this amount on marketing but should be spent on tires and capacity and that's important as well. I think making sure people realize that if you took a bus 4 years ago, today's experience would be a lot better.
- I think a lot of that comes through some testimonials through our marketing but using some social media and some other tools. This is where the alliance would want to be helpful as we work with Broward County in a couple of different ways. We can help by doing some testimonials from employees and of our companies that talk about using the bus on a regular basis and how much they've seen it improve and it's a much better experience now and that we're investing in things like security and other experiential things that will make the commuters experience on the bus a lot better. I think we really need to focus on telling that story.

3. What do you believe BCT is doing well? What do you believe can be done better?

- I was looking at my calendar for today and realized that I have not ridden the county bus in I don't know how long. I'm telling you what I think, and not what I know firsthand. And that bothers me a little bit because I'd much rather give you some firsthand experience. Talking to the nurses that sometimes I drive them to the bus stop at the end of a long shift, they say that the system has gotten a little bit easier to navigate instead of having to take two buses, and she can pretty much do the transit with one bus now, so reducing the commute time helps.
- The idea of having information available to me when waiting for something or making a decision is important. Two days ago, I landed at the airport and used Uber to get home from the airport. Using the app, I saw exactly where the car was and that it was a 5-minute wait. I get updates as the Uber car gets closer. I believe you have been working on similar technology with the MPO. I haven't seen it deployed yet, but if I knew that my bus was 3 minutes away, that would bring a lot of confidence to me when I use the bus system. I think that frustration of lack of information really impacts your ridership and the people that want to take the bus because they want to have that confidence of knowing if it's 5 or 20 minutes out. I know I can at least call my family and say I'm going to be running about 15 minutes late, but when that real-time information isn't readily available, it is not good. More and more people have access to smartphones and now

we're providing tablets for people of low income that have Internet for the life of the tablet. If someone had something like that, they could at least link in and see where their bus is. The more that we can do that and the more that people are going to be willing to adopt it. Think of it as something as modern day as a Lyft or an Uber. Because I know real-time where my next ride is going to come from.

BCT Vision:

1. What types of improvements would entice your constituents to begin to ride BCT or ride it more? Improvements could be related to service, infrastructure, technology, or policy (e.g., fare structure).
 - On the technology side, I think that's important to get people and in today's environment, with housing prices going up, I mean if a family can get by on one car instead of two, I think that's really important. Transportation and the county's transportation system are vitally important on the technological side. Knowing real time availability, being able to track where my bus is, is going to be important. The quality of Wi-Fi, if I'm on the bus, can I do work while I'm riding if I have that 20-minute commute.
 - The other thing is security. You know the bus drivers have a job to do to: drive the bus, and if there's disruptive people on the bus, security needs to be able to alert the central control center that controls transportation. If the bus driver can't see it because they're focused on the road someone can radio the bus driver and say, hey, we see there's a problem in the bus. We're sending someone out. We've contacted the police, whatever that is, but again reassuring passengers that not only will you have a clean ride, but you'll have a safe ride as well.
 - And I think when I talked to some of the nurses that have done some work for me recently, that is why they shy away and ask me to pay for their Uber to and from work because they had an incident on the bus where they didn't quite feel safe. They were not attacked or robbed but they felt very uncomfortable. We should use technology to make the bus experience feel that much safer to people. Knowing those cameras are there and that someone else is watching in addition to the bus driver, I would maybe have the other passengers behave in a more respectable way.

2. BCT is investing in micro transit pilot projects. These projects will focus on on-demand service in lower capacity vehicles and benefiting from technology (e.g., Uber and Lyft). Do you think BCT should continue to expand the micro transit program?
 - I think it's one of the most innovative things that government funded transport can do. If these smaller rides can be more efficient, you can document that from a cost perspective, which gives flexibility and really helps with that last mile connectivity. It's a great way you can stretch the government dollar that much further.
 - If you've got drivers that are running their own small business and they're getting people around, it makes perfect sense to me. And I know that sometimes the county may get criticized for that. But I think at the end of the day, it's the right thing to do.

- Even with the business community, if you can make the case and demonstrate that it's cost effective per mile to do it this way on some routes or sometimes of the day, you make the business case for it. The challenge in that is being able to document it and then communicating that information to the business community. And that's where the alliance would love to be of help, and we can get our different partners engaged.
 - Coming up with the campaign not only for businesses, but to employees of companies that these services are available that is a good investment for the taxpayer because we're actually saving money and providing better service to our residents. And you couldn't ask for a better combination.
3. As growth continues to occur, should there be a specific focus on transit-oriented development?
- There's nothing more important that we can do in this community to incentivize transit-oriented development. If we get concentrations where you could provide more frequent transportation where the wait time is less between buses or trolleys, or when we have a concentration with transitory and development, we can experiment with different types of vehicles, for example what's going on in Flagler Village and in downtown Fort Lauderdale. We're getting an incredible concentration in multifamily housing that really opens the opportunities for mass transit functions because you've got more people that are willing to ride, even if it's short ride and we have to experiment. We again are a subtropical climate. So, what works maybe in a northeastern or a cooler climate maybe a little different here.
 - Circuit can become a popular alternative for folks that need to go 2 miles or less. Figuring out ways to support more of that, getting businesses to advertise and support that makes a lot of sense. But I think we've made some great strides in transitory and development. Some of the counties statute change and allow multifamily development along high density. If we put density along the right corridors, it'll make life so much easier for everybody, including single family homes that are not on those corridors. But we're taking off the roadway and ultimately everyone's going to benefit from that.

Public Outreach:

1. With the new investments BCT is making in transit improvements and premium modes, what are the best ways to educate the public and get the word out?
 - I wish I was a better marketing expert that could give you some solid suggestions. I work with some good team members that would love to brainstorm with you and your team on some of these questions. I think there's a role for a lot of different venues. I think social media is one and we are using it more and more.
 - If there are ways that we could interview folks that are actually riders on the buses like, how do you like to get your information? If we do surveys where there's some incentive for them, maybe it's an umbrella or a rain slicker. If they complete the survey that is, as transit riders that would be of value to them.
 - Everyone has a cellphone device so even if they're economically distressed, they want to be able to communicate with family and friends and with their employers. I know there

are ways that an organization like BCT could computerize some of its texting messaging. So, it's getting the word out for people. I get messages all the time from my credit card companies that are automated so if there's a bus that's down, if there's a route that for some reason has been disrupted, getting that information out to people ahead of time, people really appreciate that.

- Also going through our students via Broward County Public School systems which are important partners. While students primarily use our bus transportation that the school board provides, I know a lot of communities in West Palm Beach where a lot of kids that go to the performing arts school use Tri-Rail during peak periods of the day. When students bring information home to their house, parents tend to look it over as well. We do a lot of projects with Broward County High School and one third of the information that we give the students is not really intended for them, but it's intended for their parents.
- Parents are curious and want to know what are my kids learning? What do I need to be aware of as a parent? Is this going to impact my kid? And if they can hear about some of the new transit options that are available, new ways to learn about routes, I think the more that we can promote. The county can put all this effort into creating a new app and creating technology solutions but if we don't market that that is available and get people to go to those sites and download those apps, all that hard work goes to waste.
- My team would love to partner with BCT because we're a marketing organization. We have folks from my team and Visit Lauderdale, just talking about marketing and how we need to treat our residents like we do our visitors, what would our residents need to know and how can we get the best information to our residents? I think some of our marketing talent from the Alliance and from Visit Lauderdale would be helpful. If you convene them for a day, they will come up with some great ideas with a fresh perspective.

2. When thinking about your constituents, what types of messaging would be more likely to increase their transit usage? For example, are messages around saving money, reducing environmental impacts, using travel time to do other things like read, etc., impactful?

- I had a conversation with one of the executives of Brightline, and this was before the system was up and running. I asked him what his background was. He said he had been in the training business a long time because he ran Madison Square Garden. I asked how that ties in with running a train connectivity from Palm Beach to Miami-Dade. He said that it was about the customer experience. Knowing what customers want when they come into Madison Square Garden was how they made their decision, and not based on the engineering or the trains themselves. It was more about how do we create that customer experience, including an enjoyable way to get around that is good for the environment. We have electric buses; we're doing all these things to make it better for our environment. That's important to the end user as well as ease of use.
- Maybe things like Circuit will encourage people to use a different type of transit for those short trips less than two miles, but too far to walk. We want to build the prestige

up a little bit of using the bus because when you look at the buses and urban cities the ridership is pretty diverse. There are businesspeople, people that need to use the bus, people that choose to use the bus because it's just easier and that don't have to worry about having a car and go to the expensive parking the car in a big city, so I think we need to elevate the whole bus transit experience as people tend to gravitate toward rail because that's considered to be nicer and a better experience. We need to do the same thing for buses. We want to make sure all those customers feel comfortable in that environment, but being able to work is another part of it. There's good Wi-Fi that I can count on. I know it's going to be a 15-minute ride. I can read the paper; I can get some things done then you've solved the challenge of everyone, riding the bus and being happy with the experience. And perhaps again it's the Wi-Fi, if people are there I know it would be hard to have devices for all of your passengers, but you know you think about almost the screens in the back of the chairs on JetBlue if there a way to have something like that, even if I didn't have my own laptop or my own iPad, I could watch the morning news with my earphones in so, yeah, definitely good, good idea.

3. What is your residential ZIP code?

- My residential ZIP code is 33312 and my office is 33301.

BCT Connected Stakeholder Interview Questions

2024-2033 Transit Development Plan (TDP)

Interview with: Stacy Ritter, President/CEO, Greater Fort Lauderdale Convention and Visitors Bureau



September 14, 2023

General Perceptions:

1. What is your perception of transit's role in the community? Is it evolving in Broward County?
 - Transit's role is to move people from one place to the next, whether it's work, shopping, leisure activities, I don't think that there's so much evolution of transit in Broward County. Broward County seems to feel that it just needs to buy more buses, and I think that there's a much broader perspective of transit than just buying more buses, which a lot of people aren't riding anyway.
2. How much awareness of and support for transit is there in the community? Have the levels of awareness and support changed in the last few years, especially given efforts around PREMO?
 - I would venture to say that most Broward County residents don't even think about transit – is it really public transit? They certainly think about roads, infrastructure, and how hard it is to get around Broward County in car, but I don't know if there's a lot of thought that goes into public transit or how it has evolved over the years, how it's gotten more tech friendly, and user-friendly. I don't think a great job is done promoting it to the public, and I don't think 98% of Broward County residents know what PREMO is.
3. What do you believe BCT is doing well? What do you believe can be done better?
 - I do think that the effort to be more environmentally conscious is something that BCT does well, by buying electric buses. I think that's a positive step toward reducing our carbon footprint here in Broward County, but I don't think they're doing a good job of promoting it. I can tell you I've been a Broward resident for almost 50 years, I've worked in Broward County since 2006. I have no idea how much it costs to get a bus ticket.
 - I don't really spend much time looking at the routes. I think if we want to encourage people to get out of their cars and take public transit, like happens in large urban cities like Chicago and New York, we have to have bus routes that go where people want them to go to; and then delete the ones that are low performing, which I'm sure is being done. But again, I don't think that most people spend a lot of their time talking or thinking about transit. So, most of us don't have a clue unless we use it. I think transit must get more people committed to public transit whether they use it or not, and I don't think right now that is happening.

BCT Vision:

1. What types of improvements would entice your constituents to begin to ride BCT or ride it more? Improvements could be related to service, infrastructure, technology, or policy (e.g., fare structure).
 - I don't think there is much that can be done to entice constituents to get on a bus. This is a city, a community, a county that's grown up around a car. And it's newer than some of the large urban areas up north where train tracks came before there were cars. So, people were used to getting on mass transit. That's not happened here.
 - The system of public transit grew after the roads were put in for cars. And that mindset is going to be difficult to change because it's so ingrained in the culture here in Broward County. Even when there are bus routes that are put on, that are requested, people don't ride them and I'm speaking specifically about the bus route that was put on for the hospitality workers on the beach, who had to take multiple buses to get to their shifts, which can be off hours. You know some of them will go at 4 o'clock in the morning, but there was no bus service. And so BCT specifically put it in service because the hospitality community asked for it. The hospitality community was not made aware that those buses are available to their own workers, and as a result, ridership is really low. I think you have got to get the community involved. You have got to get your community, your advocates, you can't do it from the top-down. It must come from the bottom-up.
2. BCT is investing in microtransit pilot projects. These projects will focus on on-demand service in lower capacity vehicles and benefiting from technology (e.g., Uber and Lyft). Do you think BCT should continue to expand the microtransit program?
 - I do. I think when we see the popularity of Circuit here in Downtown Fort Lauderdale, that are basically golf carts that service six or eight people that go short distances, I think that it's been very popular. It's very low-cost, and it's safe and it's fun to use. So, I think a microtransit program would be very beneficial to people in all 31 cities, many of whom only go within a 2-3 square mile radius on a daily basis anyway, and get them out of their cars.
3. As growth continues to occur, should there be a specific focus on transit-oriented development?
 - Yes, I think we should have density along our major routes.

Public Outreach:

1. With the new investments BCT is making in transit improvements and premium modes, what are the best ways to educate the public and get the word out?
 - I think you need a sexy and edgy campaign. I think changing small changes like the logo, which is dated, refreshing the brand, trying to show that taking public transit is not a stigma. That it's something that helps save the planet, plucking people's heart strings, getting them emotional about it. That's how we market and we're a value-led marketing agency. What the values tell us is that we must be inclusive – that we're inclusive. We show that in a visually appealing way which captures the people's interest. The BCT needs to do that. They need a campaign that will be snappy and sharp and attractive.

2. When thinking about your constituents, what types of messaging would be more likely to increase their transit usage? For example, are messages around saving money, reducing environmental impacts, using travel time to do other things like read, etc., impactful?
 - In a marketing campaign all the data suggest that all people want to see themselves in marketing campaigns. So, if you're a high household income and you don't want to take public transit because of the stigma and you have a car, when you're looking at an ad, you want to see people who look like you. Regardless of if marketing wasn't about that. People of color like to see people of color in their ads. Asians like to see Asians. White women like to see white women.
 - The reflection is really important to make the connection that "Oh they're doing what I like to do". That's what I think BCT needs to do to reach its different constituencies. It needs to reflect the communities that it wants to reach. And it needs to reflect those communities in a diverse campaign that suggests that people of all walks of life can take public routes, county transit. It is safe, it is efficient, it's inexpensive and it'll get you where you need to go, and I'm doing it so you should do it too.

3. What is your residential ZIP code?
 - 33301

BCT Connected Stakeholder Interview Questions

2024-2033 Transit Development Plan (TDP)

Interview with: Robyn Chiarelli, Executive Director, Greater Fort Lauderdale Transportation Management Association

September 14, 2023



General Perceptions:

1. What is your perception of transit's role in the community? Is it evolving in Broward County?
 - Like anywhere, transit is a basic service that must be provided to the community just like a wastewater treatment plant should be viewed, with the opportunity to be much more than that. I've been to Seattle, Denver, New Orleans, New York City, and all over the world and have seen where they really do it right: everybody using it as not an afterthought. It's just at the top of their minds. It is part of the culture. I do think Broward County is just like every public transportation provider, envisions and tries to be like those New York Cities of the world, that it's top of mind for the community. I think the culture in South Florida is that people move here to have status. People just care about what kind of car they drive and what your house looks like. Us transportation enthusiasts love to encourage things such as expensive parking or things to make it very inconvenient for people, so they're almost forced to take public transportation. You would really have to take extreme measures in the culture that we live in here in South Florida. You get a non-choice or get a choice rider to ride transit.
2. How much awareness of and support for transit is there in the community? Have the levels of awareness and support changed in the last few years, especially given efforts around PREMO?
 - Before moving forward, I don't know if Broward County is currently evolving, but I do feel that it has the potential to evolve. If you look at Brightline and the service that they provide, people are jazzed about Brightline. They take it just for the experience, for the luxury experience. They take it to teach their children about riding the train because it's fun and cute. I rented two full cars for my daughter's birthday, and they were filled with children on the train, and we had a blast. So, it has that type of sensation about it where people see it as an upgraded luxurious experience, and they want to take it just for the experience or to take a day trip. My daughter's girl scout trip took Brightline from Boca down to Miami. We're taking Brightline in the next week with South Florida Commuter Services and holding an event where we teach people about the fixed railways services in South Florida. People are excited about it and they're interested in it with the PREMO Plan.
 - I think the community is starting to know about PREMO and are interested in what that holds for the future. I think along with the capital and service improvements we need a complete rebranding, because Broward County Transit will always be Broward County Transit and it needs to be something totally different, non-governmental for people to feel the confidence level that they need to have to get on it. Having messaging that

shows that the service has reached a higher level is going to be really important to go hand in hand with the service and capital improvements themselves.

- As far as awareness and support I've heard more and more people being aware. I think that we need to do a better job of communicating to the public because I just read your latest TDP in advance of this meeting to educate myself and I believe we're still in a study period. And we had some quick wins with the bus rapid transit. In terms of implementation, nothing yet has been implemented and I think people are questioning what's happening with their tax dollars. We need to do a better job of educating folks that we're in the process, where we're at in the process, and that it does take a long time to study this so that we don't spend future taxpayer dollars incorrectly and that we're justified in how we're spending those funds.

3. What do you believe BCT is doing well?

- According to BCT's latest TDP, it shows 70.07% on-time performance. I don't know if that's an increase or decrease from prior years. I know that COVID affected the level of service in an extraordinary way. I don't know where we are right now in 2023 regarding the on-time performance. Without the information of the historical on-time performance, I can say that we're not doing good on on-time performance. If my grandmother needed to get to the doctor and I told her that I was going to be on time seven of the 10 times, and three of the 10 times I wasn't, then that is not good. It's a real-life example because I was there every Wednesday after work for years and if I were on time only 70% of the time then it really hurt her a lot emotionally. You must think about how it makes somebody feel.
- People already feel like they don't belong. So here we are trying to encourage people that we want everybody to belong, meanwhile, we're not picking you up 30% of the time. That really hurts people emotionally. We must be doing better with on-time performance, but without that historical data even at 70%, that's your basic service. It would be like the wastewater treatment plant saying that 70% of the time the water is going to flow clean throughout your faucet or 70% of the time we're going to pick up your trash. This is the basic service. It should be paid for by the government and taxpayers and it should work just like wastewater treatment plant works or your garbage pickup or police or whatever.

4. What do you believe can be done better?

- One of my friends sent me a picture of somebody on the bus and he took a picture of himself and everybody behind him and he was the only one smiling. People are not just happy. I think the bus drivers and their customer service is always positive. They're literally heroes. A female bus driver recently got a well-deserved award at the Broward Commission meeting because she drove straight to the police station using the other side of the road while there was an active shooter on the bus. That goes to show the culture of these bus drivers. If you look at BCT's Facebook you will find posts from their Bus drivers, including a lot of women bus drivers. It's incredible. They really should be

commended for loving their job and being proud of what they do. Whatever they're doing to encourage the bus drivers, that is fantastic.

BCT Vision:

1. What types of improvements would entice your constituents to begin to ride BCT or ride it more? Improvements could be related to service, infrastructure, technology, or policy (e.g., fare structure).
 - My constituents are three personas. The first persona is a choice rider, somebody who is upper middle class has a vehicle. Then there's a captured rider who is somebody with a lower income that maybe doesn't have a car and must ride it. And then thirdly is businesses and the employers who we want to encourage their employees to take public transportation. A lot of the non-choice rider don't have a choice, so they must ride it, but a lot of them don't ride it, because even with the service, they still can't get to their job on time and have a normal life where they're able to engage with their community and transport their children and everything else. They are forced to purchase a vehicle or to find a neighbor to drive them or take Uber, even though it's 10-15 dollars a day for them. They are willing to spend it just so that they will be able to lead a normal life.
 - Their commute time could be anywhere from 45 minutes to two hours to get to and from work and it just doesn't make sense at some point for them. Looking at your TDP and I don't know if this is skewed because of the COVID, but it looks like the bus rapid transit numbers with improvements to the BRT seemed to really take hold while ridership really went up.
 - If you look at the routes you will find the most success by adding service to them which should take precedence to infrastructure improvements or capital improvements from the perspective of those votes. This is because the frequency of how often the bus comes and the on-time performance for those folks is more important than having a pretty bus stop. For the other constituents, which are the choice riders, no matter what you provide out there, they're not going to take it, because it's Broward County Transit.
 - We need to talk about a different way like the micro transit, something sexier and more exciting. Micro transit is born out of the concept of your rich white neighborhoods where people ride golf carts around because that's a cool thing to do. If you can't beat them, join them. One issue with golf carts is that they do not comply with state Florida Statutes 14-90 of Safety Standards. Then it becomes a 10-passenger van, and it's no longer sexy.
 - BCT should see what they can do to support the industry and finding a vehicle type that reaches 14-90 compliance and is also sexy for those types of constituents. But those people who are not getting on a regular bus will get on to the 95 Express or 5-95 Express. I don't think they're even getting on the Breeze either.
2. BCT is investing in micro transit pilot projects. These projects will focus on on-demand service in lower capacity vehicles and benefiting from technology (e.g., Uber and Lyft). Do you think BCT should continue to expand the micro transit program?

- 100%, absolutely. BCT needs to start focusing on treating the communities that are lower income, equally or equitably to other communities. Micro transit is currently operating on the beach, on Las Olas and finally it's up in the Galt. The Galt neighbors need that service, and they didn't have any community shuttle service for years and they are senior citizens living a life of desolation and depression because even with public transportation it improves mental health. When you're stimulated mentally, a lot of those folks take public transportation just to develop friendships and to keep friendships. That's their primary goal and then their secondary goal is if they can get their ice cream at pubs or whatever. We can't just service the neighborhoods that have money to advertise on a Circuit or a Freebie. The Northwest Progresso neighborhood in Fort Lauderdale, or any of the lower income communities that have a lot of internal conveyances, you will see people walking and biking in those neighborhoods. They get around internally in their neighborhood, but they also need to get to the downtown core. For the Northwest Progresso neighborhood off Sistrunk, people need to connect to Broward County Transit Central Terminal, they need to connect to Broward General Hospital, the African American Research Library, and get to job opportunities in Downtown or in Flagler Village or in a district. It is a forgotten area that is low hanging fruit. If you look at the community shuttle numbers, the Northwest Community link and the neighborhood link through Fort Lauderdale has one of the highest ridership of the community shuttle routes and having that on demand service would benefit that community greatly.

3. **As growth continues to occur, should there be a specific focus on transit-oriented development?**

- Yea, I think that's the wave of the future. We must think about our private partners and work with them, and not against them. I was just at an event with Commissioner Steven Glassman in Fort Lauderdale for his re-election campaign. And there was a young lady in the audience who turns to a major developer, I mean one of the biggest developers in Florida, and said, "It's all your fault that we're in the place, that we're in a position that we are in right now". And then she said, "It's your generation that did this.", and I think that's short-sighted because without that developer, she wouldn't have a place to live, she wouldn't have a pharmacy or a café to go to. We must work with our private developers and private partners rather than against them. And rather than thinking that they're the big bad developers, some of them will self-proclaim that they are, we need to try to get them to think in the way we do. At this same event, there was a developer who was involved in developing public stores. I asked him if he ever got involved in community efforts to address helpful options for community and he responded, "I don't care about that. I'm the big bad developer and I just care about making money." I realized that we have totally different perspectives. It's okay if you want to make money, and it does benefit the community to develop something, and to have a place where people live, work, play, and is also connected to transit. But we just must know how to speak each other's language and educate folks who are on the development side that this is going to benefit them rather than encourage a bunch of homeless people to hang out at their property or whatever their perspective is.

- We must teach them about successful TODs in other states and paint the picture for them that this will augment or help them reduce parking demand, and save them money on their parking structures, and also connect more people to their stores and restaurants.

Public Outreach:

2. With the new investments BCT is making in transit improvements and premium modes, what are the best ways to educate the public and get the word out?
 - There is your typical social media and advertisements and earns media. I'm still not convinced that social media has any value at all when it comes to this. It is a waste of time. In my experience from posting videos of my 4-year-old and 8-year-old doing stupid stuff that got 18,000 views, but she does not have more money in the bank, nor does she have more friends or more invitations to go to cool places or do fun things. She does not have new clothes or new toys or something that some company is telling her that they want her to sponsor. I spent time making that video. It was only 15 seconds.
 - I don't know how many followers BCT has but, I'm trying to convince myself that social media is worth everybody's time.
 - Do social media just for your general brand awareness, but I really think that the greatest exposure comes from engaging people where they really care about it. Like HOA meetings, etc. Through boots on the ground, grass roots public outreach goes a long way. That's primarily from my experience working at South Florida Commuter Services about a decade ago, where I did public outreach by going to large businesses and talking face-to-face with commuters who were passionate and needed this information. And it wasn't just a leading, cute video, on social media.
 - I would say grassroots, boots on the ground, public events, going to employers talking to them about this stuff. Commute Broward is developing a new website that has all the public transportation opportunities available in one place. We developed a map that will include bicycling community shuttle, all the B Cycle stops, Tri-rail, Brightline, etc. It includes everything that Google Maps has, plus more. It's a one-stop shop for all of the transportation opportunities in South Florida. It has links to each of the ways that people can get around. Rather than people having to go to an individual to Google it and then find Tri-rail comes up first. They go to the Tri-rail website, and it gets confusing for somebody who doesn't know anything about how to get around here. So, it's that one-stop introduction to public transportation or getting around in Broward County. We will be promoting that website, and all the different modes by visiting the largest employers in Broward County, working with the largest municipalities and some of the lower income municipalities to educate their residents and neighbors about ways to get around to Broward County.
3. When thinking about your constituents, what types of messaging would be more likely to increase their transit usage? For example, are messages around saving money, reducing environmental impacts, using travel time to do other things like read, etc., impactful?

- Different types of people are instigated from different messages. In order, I would say it is saving money, then productivity, and then environmental. Depending on the age group of the audience, because age group comes into play when you're talking about the environment because younger folks are more sensitive to that. If you're reaching out to a younger audience, then I would go for the environmental message. If you're looking at the choice rider, you want the saving money and productivity. And then same with the non-choice rider, but more so on the saving money with the non-choice rider.
- And then eventually, your message won't necessarily have to be that because if you look at Brightline, they don't talk about saving money, because it is expensive and they're not going to save money. I might have seen messages about the environment. It seems like Brightline is more focused on productivity or making it a fun trip. The first thing that comes to my mind is the picture of a couple and they're drinking wine and they're going on a date, and it says something like date night on the train or something cute like that. As you get further into your PREMO, and we're able to put rail in the ground or more rubber tires on the asphalt, your message will shift from begging people to use it and talking about the benefits. And instead of doing that, you'll be talking about the features and showing people that it's not exclusive, but it's a fun add on to your South Florida Experience.
- The messages will start focusing more on connectivity, and that it's a quick way to travel, and that you can spend more time at your destination like that.

4. What is your residential ZIP code?

- 33486.

BCT Connected Stakeholder Interview Questions

2024-2033 Transit Development Plan (TDP)

Interview with: Felipe Pinzon, President/CEO, Hispanic Unity

November 9, 2023



General Perceptions:

1. What is your perception of transit's role in the community? Is it evolving in Broward County?
 - I guess the lack of mass transportation. That's my perception, and the massive usage of private transportation. That's how I see it and it is evolving. I think that it is just increasing our dependence on private transportation. Besides what I know, and I know what the MPO is doing and that kind of thing.
2. How much awareness of and support for transit is there in the community? Have the levels of awareness and support changed in the last few years, especially given efforts around PREMO?
 - I believe so, based on what I hear from people, they tend to believe that there is a huge net of mass transportation for transit. I don't know if the level of awareness is there, though, and I don't know if people really know what is going on and if they are very aware of the PREMO plan. I don't think that's the case. Not even for people that are somehow engaged so I don't think that it's much awareness.
3. What do you believe BCT is doing well? What do you believe can be done better?
 - I think what they are doing well is that they are making the community and stakeholders aware of the issues that we're facing and the need for mass transportation and transit. The fact that Broward County just approved a body that has money for transportation and the fact that there are additional resources and having a plan for the next several decades, I think that's what they're doing well. The issues are being addressed, and I think that somehow there is a clear vision to address these issues we're facing.
 - But I believe that it can be done better is that we need to move faster on the plan. I think that that's one, and number two, I think that there must be more community conversations about vision, where we are going, what is being done, and for how long. I think that those conversations have not reached the regular citizenship.

BCT Vision:

1. What types of improvements would entice your constituents to begin to ride BCT or ride it more? Improvements could be related to service, infrastructure, technology, or policy (e.g., fare structure).
 - The time that it takes from one place to another place. If you ask me why to use it, it is because I need to get to my workplace fast. I don't have that much time to be on transit for long. It wouldn't even be bad if I have to pay more if I knew that I'm going to get to the place I have to get to fast. I'm talking on behalf of the thousands of clients of

Hispanic Unity we reach every single day. No one has the luxury of spending an hour or two hours on a bus ride to get to their workplace, or even more sometimes.

2. BCT is investing in micro transit pilot projects. These projects will focus on on-demand service in lower capacity vehicles and benefiting from technology (e.g., Uber and Lyft). Do you think BCT should continue to expand the micro transit program?
 - I guess to address some short-term challenges, I think that would make a lot of sense. I don't know the cost of how expensive that's going to be though, in the long run. That's the issue, I don't have that much information.
 - The long term is mass transportation. That we can sustain long term.
3. As growth continues to occur, should there be a specific focus on transit-oriented development?
 - Absolutely, I guess this is going back to my last answer. That should be the focus, because we're going to continue growing population in Broward County, and it is not decreasing at all, and we'll continue increasing. We need to know how we're going to manage it, how we are going to move people from one place to another. I think that we're going to need to rely on mass transportation.

Public Outreach:

1. With the new investments BCT is making in transit improvements and premium modes, what are the best ways to educate the public and get the word out?
 - I think that it is identifying key stakeholders just like you're doing. Reaching out to different organizations in different industries that deal with clients daily and somehow are trusted organizations in the community. We can disseminate that information right. There are ways of doing it. You can use organizations that are out there in the community to share the message. The regular citizens are also one way. I don't know if regular media is going to make it since now you have a very large Hispanic community, an immigrant community, in the county. So, we would have to be creative in terms of media channels we use to get to those communities like Univision or Telemundo, or we use community organizations like Hispanic Unity to make sure people become aware of what's going on and the changes that are being made.
2. When thinking about your constituents, what types of messaging would be more likely to increase their transit usage? For example, are messages around saving money, reducing environmental impacts, using travel time to do other things like read, etc., impactful?
 - I think from what I know from our clients and our staff members, it's all about access and the time that it takes to get to one place that would make a huge difference for people to start using it. Access is important as well, I mean it may take a little time, but if the access is not there or if the bus stop is far away from your house, it would not make sense to use it. That's another issue. I don't think that at this point people are even asking about what the cost is because they don't even have access to it.
3. What is your residential ZIP code?

- 33327 – Residential

BCT Connected Stakeholder Interview Questions

2024-2033 Transit Development Plan (TDP)

Interview with: Dr. George L Hanbury II, Ph.D., President, Nova Southeastern University

November 2, 2023



General Perceptions:

1. What is your perception of transit's role in the community? Is it evolving in Broward County?
 - In my opinion, transportation is our number one effort to try to resolve. I think if we solve not only the north-south transit, but the east-west, we'll solve affordable housing, we'll solve economic development and prosperity. If the problems continue with transit, however, we will continue to have problems of economic development and affordable housing and the opportunity for individuals to access workplaces, as well as home places and regional activity centers, without being stuck on an interstate highway, deadlocked in traffic. Transportation is the number one criterion for the county to address and solve.
 - Public transportation is perceived as only for low-income individuals, which is a shame. It had to take a private company like Brightline to get higher income folks to realize, "Hey, transportation is for all incomes, not just low incomes." I would hope we make an effort in Broward County, to even market to dispel that perception so that individuals who could afford and even own a Mercedes would want to get on public transportation. I've encouraged unique aspects like light rail because light rail has indeed been able to get rid of the perception that it's a bus, and it's only for low-income folks. Unfortunately, as time has progressed, that seems to be the perception of anyone with a middle or upper income that public transportation is only for the lowest income. We need to get on with a campaign and spend some transit money to help dispel that perception, because it is a perception that needs to be taken away.
 - When I was City Manager, the only way I could get middle and upper income to ride the bus was to get something unique. I was a city manager and for Portsmouth, Virginia Beach, and then Fort Lauderdale for 30 years, but in Virginia Beach to get people to ride the bus, it had to be something unique, and it was on a trolley that had wooden seats. Now the wooden seats were far less comfortable, but that was something unique and middle and upper incomes liked because the homeless didn't want to ride the trolley because it was uncomfortable. So, we need to erase that perception and get County Commissioners riding the bus and marketing it.
 - The best way to get to work is on the bus because we're on time. That's the only thing that Mussolini was ever remembered for. He got the train to run on time. Transportation is essential, but we've got to let people realize that transportation is good for all incomes, and I've tried to dispel that at the university that we get a lot of students coming from Palm Beach and Miami-Dade to Nova Southeastern out there at

the regional activity center and the South Florida Education Center. We have a shuttle that picks up at Tri-Rail on Griffin Road and even Fort Lauderdale to get to the South Florida Educational Center. And we've got a lot of students that come, and students are ones that would use transportation and that was the only reason why I've been pushing for having public transportation, and I know it's a study that probably would not be implemented until I'm long 6 feet under. But if you don't at least look at it and analyze it will never get done.

2. How much awareness of and support for transit is there in the community? Have the levels of awareness and support changed in the last few years, especially given efforts around PREMO?
 - I never knew about PREMO, you all never came to the university. You went to the local community but if the effort was to try to connect the activity centers, I didn't know about it. I accidentally found out about the PREMO report and that prompted my visit to the County Commission. I had not heard about that until practically four days before and that's when I contacted our traffic engineer, who the county has also used. He gave me the traffic counts that showed that our regional activity center has more traffic counts than Downtown Fort Lauderdale, and by 2025, with what the university is building, our 75,000 trips per day, which is greater than downtown Fort Lauderdale will equal to and possibly exceed Sawgrass Mills' 85,000 trips per day one of the highest traffic counts and trips per day, was absolutely ignored in the PREMO study, so I don't commend the activities that were gone. I would have appreciated it if they had come to us.
 - I use the example of my son who is now 53 years old, but 30 years ago, after he graduated from law school, he and his wife moved to Alexandria, and they moved to a very low-income area. But it was two blocks away from where a metro station was going to be built and planned to be built. People didn't want to go there because they thought it was going to be railroad tracks that had gravel in the old wood and the social concept of being living on the wrong side of the railroad tracks and so they didn't want to buy. Well, my son was buying, but my son felt like being close to the metro would improve the value of his home. And sure enough, five years after they purchased and spent a lot of money remodeling the metro station opened. He was a lawyer practicing in DC, so he didn't need a car. All he had to do was walk two blocks to the metro station. And do you know the value of his house? He bought it at \$250,000, and he sold it at \$2.5 million.
 - So, the perception of light rail is I don't want those railroad tracks. Heck, you look at Barcelona or you look at Denver or you look at San Diego, the tracks have beautiful pavers or landscaping. They don't have the old gravel and the railroad ties. They are light rail, and that distinction distinguishes it from freight carry and railroad tracks that must be built like they are on that. So, I would hope that as PREMO continues, I get right back into the marketing aspect, you not only need to study the root cause of the problem and how to solve that problem. But how do you promote mass transit? As something that is attractive in 21st century and is dedicated so that you don't get stuck on a highway because of a fender bender, and you've got dedicated road that would get you to where you want to go on time. I think a lot of people have opposed Light rail,

especially in Davie, because they think it's going to bring in low-income individuals into their community. And I think they also think it's not attractive and it just brings in a bad neighborhood. People don't think, well, don't you think people want to get out well and get in? So, I think a public campaign is essential for PREMO to demonstrate to the county, especially western Broward County. We must show how light rail in other areas have improved the value of their area.

- If you could do that kind of marketing before you go out to a public hearing and ask people what they think. Get a good positive image PR campaign because I assure you people in western part of the county, whether it's north or South feel like it's going to do nothing but attract low-income folks and it's unattractive because it's going to be nothing but a bunch of railroad tracks and that's so far from the truth, it's unbelievable.

3. What do you believe BCT is doing well? What do you believe can be done better?

- Well, I think the planning aspect is superb. What you're doing on PREMO is good. And I think having more people express their feelings. For instance, the Broward workshop, of which I'm a member, has identified transportation as their number one priority because they feel just what I've expressed, that if we solve the transportation problem, we can also address affordable housing, which everybody says is that number one priority. Well, it is a number one priority. But you need to connect the affordable housing with downtown, and that's the east-west as well as the north-south. Even if you go all the way up into Palm Beach, Palm Beach would look at the east-west connectors. I think all three counties talk primarily about north-south, but to solve the affordable housing and to get individuals working and living in proximity where they can get to work on time it is going to have to be an east-west solving and PREMO is addressing that.

BCT Vision:

1. What types of improvements would entice your constituents to begin to ride BCT or ride it more? Improvements could be related to service, infrastructure, technology, or policy (e.g., fare structure).
 - I think it's too early to talk about fare structure. I think when you start talking about cost, you're going to take the innovation, and people's opinions are going to be addressed on cost, and not on how to solve the problem. For instance, I commend PREMO for getting opinions such as asking me for my opinion. But what I think, for you to do more of, is to take the top 20 employers in Broward County. Now Nova Southeastern University is the largest private employer in Broward. We employ more than 5500 people. But there's other employers in Broward that employ a heck of a lot, the public school system is the largest employer than the Broward County itself. I hope you've interviewed those leaders and then the private employers like your Motorolas that are out west, and they see employment for employees that are even further west and even those that live in the east. The hospital districts are great employers that could give you some wonderful answers to your questions, so I would encourage you to look at the top employers, maybe the top 20, both public and private and I would encourage

you to ask those kinds of questions. But I would avoid getting into cost structure until you get your plan developed.

- I think we're killing the concept of even a tunnel that I know the county does not want to talk about it cause it's too expensive. Do we really know it's too expensive? We've taken nothing but preliminary estimates from consultants. Maybe some of them haven't even been built. But I would discourage asking people too much about what do they think about cost and ride, ride sharing or pricing. Get the thing estimated at a firm estimate and then talk about cost. But I think it's premature in your preliminary studies to bring up costs because it will be just like the bridge or the tunnel. Everybody going to say "ohh light rail's too expensive." All we can afford is buses, and then you go be right back into that. You're going to be right into your age-old problem of the perception of what buses or who they're intended for. So, I would discourage you from trying to emphasize at this real early-stage cost because it's easy to say light rail is too expensive and we can't afford it, so you might as well take it off the table.
2. BCT is investing in micro transit pilot projects. These projects will focus on on-demand service in lower capacity vehicles and benefiting from technology (e.g., Uber and Lyft). Do you think BCT should continue to expand the micro transit program?
 - I think yes. Because you know your emphasis on that micro, that kind of middle- and upper-income people use Uber and Lyft. And I think it helps to show that that BCT supports all income levels and encourages that, and if you can get those people to do Uber and Lyft, I think the same people that do Uber and Lyft will get on light rail. I think if the buses could be as direct as light rail, people who use Uber and Lyft would get on buses. So yes, I think the micro transit is a good experiment for PREMO to continue and BCT to continue to support.
 3. As growth continues to occur, should there be a specific focus on transit-oriented development?
 - {Already covered}

Public Outreach:

1. With the new investments BCT is making in transit improvements and premium modes, what are the best ways to educate the public and get the word out?
 - I think you're going to have to have what I said, a PR campaign, and I'm not talking about \$10,000. I'm talking about a major PR campaign. Get somebody like Zimmerman and maybe he would show his community spirit by donating some creative aspects, but I think you really need to get on a PR Campaign, you need to sell to the public. I think having your business leaders support it like the CEO of AutoNation, Styles Corporation, Hudson, or any of the large employers in Broward. The tech companies, we have over 500 tech companies and they would get some testimonials of why transit or any development is essential for not just the social, but the economic development of this county. We will have more than 2 million people. The population of Broward County in 1989 was right at a million, maybe 1.3 million, I don't think it was a million and a half. We're now probably over 2 million, maybe a little bit over Fort Lauderdale, was 10% of

the population, so it had 150,000 and that's why I said Broward was right at 1.2 or 1.3 million. So, if we grow another half a million in the next 30 years, we will be in traffic jams just to get to the local grocery store, much less to get from one part of the county to the other.

- Getting to Miami, my wife and I used to go to Miami almost every other day to some of the finest restaurants and we could get down to Miami without worrying about express lanes because there were none. We would be down in Miami in less than 25 or 30 minutes. Not anymore. Now we must plan for an hour, even more. We need to do a PR campaign to say this is what it was in 1990. Here is where it is today.

2. When thinking about your constituents, what types of messaging would be more likely to increase their transit usage? For example, are messages around saving money, reducing environmental impacts, using travel time to do other things like read, etc., impactful?

- Getting to go where you want to go on time. I think that's more important than saving the planet and or even the economic aspect. I had dinner last night with the potential investor at university and they were up in Palm Beach, and they came down on Brightline. They mentioned that the train was full. They were coming from Orlando, so they're paying a pretty price but it's because they can get from Palm Beach to Orlando in 2 ½ hours. That's what they care about, and they don't have to go through TSA and worry about a plane that's not going to be on time. They know they're going to be in Orlando unless they get into a train wreck, in 2 1/2 hours. So, if you want to emphasize and sell like transit, we guarantee you you'll get to where you want to go on time and don't talk about price. You talk about the guaranteed first and then people will be willing to pay the price.

3. What is your residential ZIP code?

- The business ZIP Code is 33314. That's the regional activity center, South Florida Educational Center.
- My residential it's 33301. That ZIP code is downtown Fort Lauderdale.

BCT Connected Stakeholder Interview Questions

2024-2033 Transit Development Plan (TDP)

Interview with: Jeremy Mullings, Director, South Florida Commuter Services

October 2, 2023



General Perceptions:

1. What is your perception of transit's role in the community? Is it evolving in Broward County?
 - Based on my understanding of the plans that are in place, it is evolving and becoming more sophisticated. It's going to be more centered on premium corridors. Which I think is a good thing. I think it's badly needed. Transit service is a great transition vehicle to get people out of single occupant vehicle, or maybe help to reduce the demand for single occupant vehicle. It is a hard sell to ask someone to park their car or even put their dreams of owning a car and jump on a fixed route local bus. It plays a major role and it can play an increasingly real major role going forward in getting people to and from work and our activities.

2. How much awareness of and support for transit is there in the community? Have the levels of awareness and support changed in the last few years, especially given efforts around PREMO?
 - The tough sell that Broward County Transit has and the challenge that they're dealing with, and I know quite a few members of the staff which I respect dealing with that, and I know they have an uphill battle. People who have been exposed to the PREMO plan love the vision and idea. The unfortunate thing when talking about transit to the public, once you say the word transit or even bus, it's hard to keep people interested in the rest of their sentence. It's tough and I appreciate the challenges that they have in front of them. But I believe people are becoming more aware of PREMO based on the efforts of Broward County.

3. What do you believe BCT is doing well? What do you believe can be done better?
 - The best thing they are doing is they are listening. They are listening and that is really what you can do to change transit, which is not something that could happen overnight. If they're listening when they are ready to start and implement these projects, I'm confident they're going to be in line with what the public is looking for.
 - The equilibrium of planning and marketing as a true dictionary definition of marketing. Not Marketing synonymous with advertisement, marketing in terms of everything from concept to product delivery, which includes advertising. The realm we deal very much in the consumer space. In my program, we don't refer to people as transit riders. We refer to them as customers. These people are really consuming a service. And there's competition out there. This isn't 10-15 years ago, where poor people have no choice.
 - In previous years before the funding became available before the PREMO Plan, it naturally was centered on a lot of fixed route transit, which from my experience is the least attractive part of public transportation.

BCT Vision:

1. What types of improvements would entice your constituents to begin to ride BCT or ride it more? Improvements could be related to service, infrastructure, technology, or policy (e.g., fare structure).
 - I was talking to a member of the public who rode Brightline for the first time and was very impressed by it. He tells me all these wonderful things about the Brightline station and how it is reminiscent of an airport, but without the lengthy check in policy. He said the smell is nice and the train is clean, fast, and reliable. He was not intimidated by the people who were riding it. So, I asked, you mentioned all these things that you like about Brightline, but you didn't say anything about the core of it, which is the transportation, and you talk about all the other stuff. You didn't say anything about the origin and the destination or safety. And his response was, "well, isn't that a given? I mean, that's the stuff that we expect. It is going to be there anyway and that's the baseline now".
 - If I give you a free ticket to ride Spirit Airlines or Delta at the same exact airport, same destination, nonstop, we know exactly which one you're going to select, and it has nothing to do with the original destination. So, one thing the transit industry needs to do better is understand that there's a lot more going on than mentioned when competing with the Ubers and the Lyfts. I understand that Broward County Transit also has ambitious micro transit aspirations, which I think is an excellent step forward. I don't know where their 50-year transit experts classify that. Anything that is premium transit will get people out of cars, and into public transportation.
2. BCT is investing in micro transit pilot projects. These projects will focus on on-demand service in lower capacity vehicles and benefiting from technology (e.g., Uber and Lyft). Do you think BCT should continue to expand the micro transit program?
 - The answer is Absolutely.
3. As growth continues to occur, should there be a specific focus on transit-oriented development?
 - That's a program that South Florida Commuter Services try to pride ourselves in customer needs and there are going to be people who want density, and those who want suburbia. I believe they both deserve equal access to public transportation. I do not subscribe to the "we're the government, this is all we can afford". I subscribe to what people want and based on what we have available to provide, how closely can we come to getting it to them or making it available to them. I also want to join the conversation and validate people who want to live in suburbia, I don't really find people who want to drive their car. What we really want to do is have a true long-term modal system and there will be times when folks will drive their car because it makes sense.

Public Outreach:

1. With the new investments BCT is making in transit improvements and premium modes, what are the best ways to educate the public and get the word out?

- It's a little harder in the public sector so we should try our best to model ourselves after what the private sector is doing. And that is whatever works, period.
 - We need to have an online presence. A strong social media presence, but we also need traditional multimedia. Certain types of social media will help us with certain markets today but that may not be the case 5 months from now so we should not get too caught up in any particular media. Five years ago, when we started commuter services, we took over the South Florida Services program and you couldn't get me to spend a penny on a billboard. Billboards just did not at the time, but they're back now.
 - The challenge is to track what makes sense, put ourselves in the shoes of our consumers, our customers, which is often easier said than done. I always want to remind people that there is a clear distinction between advertising, public engagement, public outreach, and public participation. The three latter ones are synonyms of each other, but advertising is we have something here that we think you'll find value in and we're going to move the message, we're going to select the appropriate media and get this information in front of you and hopefully you agree that there's value in it. Transit is even more advertising.
2. When thinking about your constituents, what types of messaging would be more likely to increase their transit usage? For example, are messages around saving money, reducing environmental impacts, using travel time to do other things like read, etc., impactful?
- I'm going to answer that from the premium transit perspective. We sell the idea of riding local fixed routes and what we normally do there is that we find a lot of success in giving free passes to every transit system in South Florida that charges a fare on the honor system. It's self-reporting, so we're going to treat you as a lead transit rider, and we'll send you a free transit pass. That seems to work well for local fixed routes.
 - I was the project manager to roll out those premium express coach buses that BCT operates – 95 and 595. And we brought in a Madison Avenue Marketing Research Company to help us identify who the target audience could be and where they would find value in this, and we took a complete market-driven approach. Before the final decisions were made, we tested them with this focus group which was market research oriented. What we heard that played out was that cost wasn't the issue. The people had to be nice which is just a nice way of saying I don't want to be sitting beside the homeless guy. But the vehicle had to be nice. The imagery that we used in advertising had to be reflective of the service. We called it an express service and we tested some pictures with them. The focus group said that the pictures used had an ugly bike rack in front of it and it should be taken off because it doesn't tell us the story about the vehicle that's moving swiftly.
 - They want the time back to do work, for the regional trips, limited stops, no transfers. They want comfort and the experience and Wi-Fi on the bus was a big deal.
 - I don't need you to be bragging "Oh we have over 70% on time rate" is like because if you point that out, I'm going to say, "that's it?". That's exactly why I don't fly Spirit Airlines.

3. What is your residential ZIP code?

- 33322 which is Suburbia. Work zip code is 33309.

BCT Connected Stakeholder Interview Questions

2024-2033 Transit Development Plan (TDP)

Interview with: Christina Miskis, Planning Manager & Alisha Lopez,
South Florida Regional Planning Council



October 25, 2023

General Perceptions:

1. What is your perception of transit's role in the community? Is it evolving in Broward County?
 - Transit is key. It is very vital to the community for workforce development. Getting people to and from their homes and to their places of employment. Also, a lot of tourists use our transit systems as well. I had a regional meeting in February, where I had people from all over the Southeast United States, and they were using the transit from the airport to get to their hotel, whether it be the actual busing system or the shuttles. A few of them use public transit like our BCT lines. To me, it is evolving. I believe that they've done a really great job at trying to create a robust transit network. They're doing a lot of great things, especially with the PREMO plan. That's one of the things that I thought was phenomenal that we're really going into, especially with the light rail portion because that's one of the things that our Council has even been working on and looking at.
 - Connecting people east and west, not necessarily just north and south. BCT has been going in the right direction by looking at options like electric vehicle buses. They were the first in the region to deploy electric vehicles and transit buses that are fully electric. That is being a leader within the community for the transit network. Palm Beach is looking into it, and even Monroe County down in the Keys. I think being that leader helps the actual region, not just within Broward County.

2. How much awareness of and support for transit is there in the community? Have the levels of awareness and support changed in the last few years, especially given efforts around PREMO?
 - I've seen an increase in support from the business community in Broward County. I think that business leadership has made a tremendous difference in terms of getting the tax passed and I think that Brightline has really highlighted the availability and the potential for transit in the region as well. It's connected Miami-Dade to the south, which is much more advanced in terms of mass transit. I think Brightline connects Broward County to that larger regional system and it's elevated the support and awareness of transit for the community. So, it's increased substantially. I think there's a demand and a need for it.

3. What do you believe BCT is doing well? What do you believe can be done better?
 - One thing BCT is doing very well as far as their transit options is becoming a leader, especially in zero emissions, with the new current administration even going after all these different types of funding. Our county taxpayer dollars will help with those larger

projects because the electric buses run into the millions of dollars. That is a lot of money for the county and their budget to purchase these buses and move in that direction.

- Broward County should really talk to these communities, talk to nonprofits. We have listening sessions, and they can talk to those people within the Community who are using transit. Those listening sessions are key to moving any organization forward in the right direction because the community is the one that's using the system, so it's great to get their perspective.
- Broward County Transit does a really good job of providing a robust bus network for the county along its major corridors. I think they could probably connect better to the regional system. I don't know to what extent they provide support for local circulators. There's a lot more support for local circulators in Miami-Dade County and I don't see as much of that in Broward County. I don't know what the relationship is or how the relationship works with the local municipalities in terms of supporting local circulators.
- Transit infrastructure could be improved in terms of just basic bus shelters, especially in our warm climate. The fact that we're having more intense precipitation at times, especially in Broward around Dania, and flooding is of concern. I do see a lot of need for improved transit infrastructure in terms of bus shelters and shade and protection from the elements. So those are some of my thoughts. In terms of pedestrian infrastructure and accessibility to the transit shelters, there's a long way that the community needs to go.

BCT Vision:

1. What types of improvements would entice your constituents to begin to ride BCT or ride it more? Improvements could be related to service, infrastructure, technology, or policy (e.g., fare structure).
 - Having some sort of shade or canopies for individuals when they're waiting for the bus. For me, one thing when I've ridden transit, it's more about the actual timing, you guys have the app, but if I decide to take transit and I live a couple miles away instead of driving, I want to take transit. I understand traffic and the problem within the region, but if we are getting more people out of their cars and using transit, I think that timing is going to be key to getting people moving and getting them more enticed to be riding transit. As far as the fare structure is concerned, I personally thought the amount was fair. I don't think it's too expensive. I think a lot of people can afford about the \$2.00 that it takes to ride, or maybe even a \$5 pass. There are some people that might not, maybe some of our elderly population, I don't know.
 - This is the one thing I'm not sure if there's a discount for people over 65 or people within that community that are taking transit that can also help them as well. As far as the fare structure, and technology, BCT is moving in the right direction by incorporating Wi-Fi, all the buses having AC, and having no emissions because that does help with the quality of life here.

2. BCT is investing in micro transit pilot projects. These projects will focus on on-demand service in lower capacity vehicles and benefiting from technology (e.g., Uber and Lyft). Do you think BCT should continue to expand the micro transit program?

- You talk about rideshare, Uber and Lyft, in my mind, they're not equal like rideshare and micro transit. When I think of micro transit, different people use this terminology in different ways. So, you talk about on-demand service, micro transit and ride share. To me those are three different things. Because Uber and Lyft are not new technology. It's just ride sharing.

Clarification by interviewer: I think what this is getting at is using an example that people who don't necessarily work in transit can relate to. I think what we're actually talking about is more of an on-demand micro transit shared ride type of system that you would use like a Freebie where you have a vehicle and people will submit a ride and the software will then do a route prioritization based on where these things are cropping up in real time rather than it being like a point to point Uber or Lyft situation where you're not sharing.

- Yeah, there might be some clarification you could add to that sentence. I think that on-demand service is OK in a suburban environment. I think in a more urbanized environment, you're better with a local circulator with a fixed route. It supports land use better because you're able to service gathering areas, employment, shopping, and residential activity, and people know that they can depend on it. If they stand at this location, eventually some shuttle will come and get them. I think that in the less dense, more spread-out urban environment, that perhaps most of Broward County is, on-demand service and lower capacity vehicles make sense.
- I think Broward County is evolving. I do see that evolution in Fort Lauderdale with the increased density. I know that they really tried to be sensitive to context with density in Fort Lauderdale, but over time, I think that you will know with your mobility hubs and your land use efforts. There will be areas of increased activity so I think that the service will have to change over time.

3. As growth continues to occur, should there be a specific focus on transit-oriented development?

- Yes, of course. I'm a big proponent of transit-oriented development and context sensitive density and intensity around regional mobility, so definitely that should be something to focus on if you want improved efficiency on a regional basis. I think the sensitive part is context sensitive.
- Live Local Act allows the maximum density within a mile to be used, to be allowable. If you create the right transit-oriented development zoning, then that density could spread very quickly and create a much larger hub of activity than you intended. People fear density now as well or increasing density and creating transit-oriented development districts.

Public Outreach:

1. With the new investments BCT is making in transit improvements and premium modes, what are the best ways to educate the public and get the word out?
 - I would say working with your local non-profits and organizations like ours, the South Florida Regional Planning Council, the Clean Cities Coalitions. We have always been the ground troops on the floor, really working with Community members, not just with local governments, but getting into these communities. One of the best things is putting your face in that community because they'll see signs and more, but hearing from someone that is actually working on the project, or from the county, shows more strength of what you're trying to convey because you can have a poster, you can have a pamphlet, which is great, but I do believe they need that face-to-face interaction. Having something like listening sessions and having some marketing materials there to get the word out.
 - The Regional Transportation Technical Advisory Committee (RTTAC) is about regional transportation so putting the information there where they can pass it along as well to their organizations or their constituents is one of the best ways to really spread the word.
 - Also working with your educational institutions and your largest employers.

2. When thinking about your constituents, what types of messaging would be more likely to increase their transit usage? For example, are messages around saving money, reducing environmental impacts, using travel time to do other things like read, etc., impactful?
 - I think reducing your commute time. People are very aware how it wastes so much time in their lives and claiming back that time is a powerful message. Having Wi-Fi available of course helps so people can more be active while they're on. I don't know if environmental impacts have such a decision-making factor. I think people are like, oh, look, and I'm saving the planet. But the main driver is how am I going to spend my morning and my afternoon if I am going to get stuck in traffic.
 - A lot of people look at pricing, especially now with inflation going up, any cost savings that they can have, or do, I think those would probably be the two messages. Also, the infrastructure, because even though it's raining you know you are still protected. So, comfort and safety.
 - There have been some high-profile issues in Broward County, I think especially with issues on the bus, there was a bad incident at the Fort Lauderdale Airport, there's been national news. So, I think that safety is a big issue with BCT, again public infrastructure, lighting especially at night, and being a single woman, if I must leave especially now with the time change. If I work till 6:00 – 7:30 and it's already dark outside, having some of that light would be a safety concern.
 - I don't know if that exists as much here. I was more aware of it overseas where they have in areas that are very transit and pedestrian heavy, you have like phones or emergency things, you can press to call the authorities. I've only seen that at universities like FSU and UCF. We had that by the bus stops for those schools for the city systems.

But that's a great idea, especially with human trafficking, everything that's going on today. I mean if that's a possibility, I think that would be awesome to implement.

3. What is your residential ZIP code?

- Residential ZIP code is 33314 but that's considered Davie, not Fort Lauderdale.
- Business ZIP Code it's 33020, which is Hollywood.

Appendix F

Ridership Projections



This appendix provides details on the ridership forecasts completed as part of the TDP development process. In consultation with FDOT, the Simplified-Trips-on-Project Software (STOPS) was deemed the best available tool for ridership forecasting purposes.

1.1 STOPS Model Setup

STOPS is a stand-alone computer program that applies a set of travel models to predict detailed transit travel patterns for user-specified scenarios. It is a simplified method, developed and maintained by the Federal Transit Administration. STOPS was originally released in 2013, with several updates provided since that release, and is widely used by transit agencies across the country. At the time of writing, the most current available version of STOPS was 2.52 and was used in this model.

For the TDP effort, the team obtained the STOPS model utilized for BCT's PREMO study. It used the "synthetic" modeling approach in STOPS and covers Broward, Palm Beach, and Miami Dade counties. The modeled transit systems include BCT, Palm Tran, MDT (including municipality buses), and Tri-Rail services. BCT community shuttles are not included in the network and hence are not modeled in this study.

The PREMO STOPS model was adapted for this study by making the following key changes:

- Updated the STOPS version to version 2.52.
- Recalibrated the model to post-pandemic ridership on the BCT system.
- Included 2033 and 2053 modeling year scenarios.

The team utilized both pre-pandemic (PREMO STOPS) and post-pandemic STOPS models to generate a range of ridership forecasts to account for uncertainty associated with the willingness of some pre-pandemic riders to return, as well as uncertainties related to the operating characteristics of premium services considered in the PREMO plan.

1.1.1 Socio-economic Data

The socio-economic data used for this modeling effort was from the PREMO STOPS model provided by BCT. The socio-economic data present in the transportation analysis zone (TAZ) shapefile were 2019, 2040, and 2045. To obtain data for 2033, an interpolation based on a linear trend from 2019 to 2045 was used. To obtain data for 2053, an extrapolation of the 2019-2045 trend was produced. In both cases, where trend changes reduced population, households or employment to less than zero, the value was re-coded as zero.

This process resulted in a 10% growth in population and a 13% growth in employment between 2019 and 2033, and a 23% growth in population and a 32% growth in employment between 2019 and 2053.

1.1.2 Transit Networks

The transit networks in STOPS are represented using General Transit Feed Specification (GTFS). For the existing year (or model calibration year), April 2019 GTFS was used for the pre-pandemic STOPS model, while June 2023 GTFS was utilized for the post-pandemic STOPS model.

For the BCT system, the post-pandemic STOPS model was calibrated to June 2023 conditions using June 2023 GTFS and June 2023 ridership. For other systems, the network from the PREMO STOPS model was used which reflected 2019 conditions.

The 2033 and 2053 GTFS networks were developed using the PREMO network assumptions and by adding a few new BCT local and express routes. GTFS for PREMO corridors were gathered from the modeling efforts done under the PREMO study. To prepare a GTFS file set to effectively represent PREMO, the existing service was removed from each PREMO-specific GTFS. Then all PREMO routes were merged into a single GTFS. The GTFS was then filtered to eliminate duplicate stops. In addition, the PREMO file for US1 was split into two separate routes, US1 North and US1 South at downtown Fort Lauderdale, to better reflect the service as provided for in the PREMO Program of Projects. Light rail transit (LRT) routes used service characteristics from the PREMO GTFS files and a route based on the alignment shown in the Program of Projects.

Table F-1 provides details of the projects included in various years. The PREMO implementation schedule as shown in Figure F-1 was used as the basis for representing the 2033 network. The 2053 network assumed all PREMO projects will be implemented within the next 30 years.

Table F-1: BCT Network Assumptions* for Ridership Modeling

Service Types	Existing Year (2023)	10-Year Plan (2033)	30-Year Plan (2053)
Local Bus	Yes	June 2023 service with a reduction in local bus services in the PREMO corridors and two new corridors with local bus service	June 2023 service plus seven new corridors with local bus service
Breeze	Yes	Replaced by other services	
Express Bus	Yes	Includes 95 express services from Broward and Sheridan St Park & Ride to Miami	
PREMO High-Frequency Bus	No	All high frequency bus corridors identified in the PREMO plan	
PREMO BRT	No	Oakland Park Boulevard, SR7 / US 441, Powerline Road	All BRT corridors identified in the PREMO plan
PREMO LRT	No	Airport-Seaport & Downtown	Airport-Seaport, Downtown & Broward Boulevard
Broward Commuter Rail	No	Yes	

*These assumptions will be finalized during the ongoing Broward Comprehensive Operations Analysis study and in the future during the project development phase of the PREMO corridors. The network assumptions utilized for this ridership forecasting effort are meant to provide a potential range of ridership that BCT can experience in the future.

Figure F-1: PREMO Project Implementation Schedule

Table 28: PREMO Program of Projects

Corridor and/or Project	Service	Schedule																		Project Duration	Current Status	Target Revenue Service
		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040			
Broward Commuter Rail	Commuter Rail																			2023-2027	Conceptual Design	2027
Oakland Park Boulevard	BRT																			2023-2028	Conceptual Design*	2028
Airport-Seaport-Convention Center	LRT																			2023-2028	Conceptual Design	2028
Downtown Connection	LRT																			2023-2031	Planning	2031
Broward Boulevard	LRT																			2023-2035	Conceptual Design	2035
SR 7 / US 44	BRT																			2024-2030	Planning	2030
Powerline Road	BRT																			2026-2033	Planning	2033
University Drive	BRT																			2027-2035	Planning	2035
Commercial Boulevard	BRT																			2028-2036	Planning	2036
Sunrise Boulevard	BRT																			2030-2038	Planning	2038
Sample Road	High Frequency Bus																			-	-	2026
Hollywood Boulevard																				-	-	2026
US 1 / Federal Highway South																				-	-	2027
US 1 / Federal Highway North																				-	-	2027
Atlantic Boulevard																				-	-	2028
Sheridan Street																				-	-	2028
Dixie Highway																				-	-	2029
*Pending Notice to Proceed High Frequency Bus may not apply to the entire length of the corridor. Actual limits to be determined through future analysis.																						

Source: Broward.org

The high frequency bus services were modeled as bus services with faster travel times compared to the traditional local bus services (GTFS route type 3). BRT services were modeled with STOPS GTFS route type 0. For lower-end ridership projections, a Fixed Guideway Setting (FGS) was set to 0.3 which assumes BRT partially running in fixed guideway and partially running in a mixed traffic environment. For higher-end ridership projections, this setting was set to 0.6 which assumes BRT will operate in mostly fixed guideway facilities with limited traffic intervention. The FGS approximates the perceived differences between fixed-guideway services and local bus services beyond frequency, fare, travel time and other operational details. Typically, it ranges between 0.0 and 1.0. Smaller FGS values indicate the service is not perceived by riders to be meaningfully different from traditional bus services while larger FGS values indicate riders perceive many benefits of fixed-guideway service beyond headway, fare, and travel time.

The route type for LRT services was set to 1 and for commuter rail services, it was set to 2. For both services, FGS was set to 1.2 – a value carried forward from PREMO calibration of the rail ridership in the region. Typically, when doing corridor-level ridership estimates, this value for LRT is set to a value less than but closer to 1.0.

1.2 Ridership Forecasts

STOPS ridership forecasts for several scenarios were developed:

1. 5-Year Forecast (2028) Status Quo (No Improvements) — This scenario reflects expected ridership growth without any additional investment in new infrastructure or service hours for 5 years.
2. 10-Year Forecast (2033) Status Quo (No Improvements) — This scenario reflects expected ridership growth without any additional investment in new infrastructure or service hours for 10 years.
3. 30-Year Forecast (2053) Status Quo (No Improvements) — This scenario reflects expected ridership growth without any additional investment in new infrastructure or service hours for 30 years.
4. 10-Year Forecast (2033) WITH improvements — This scenario reflects expected ridership growth with the addition of new fixed guideway services, high-frequency routes, and changes to local bus service which begin before 2033.
5. 30-Year Forecast (2053) WITH improvements — This scenario reflects expected ridership growth with the addition of new fixed guideway services, high-frequency routes, and changes to local bus service which begin before 2053.

1.2.1 Ridership Summaries

Table F-2 summarizes the system-wide annual ridership projections for the Status Quo Plan network in 2023, 2028, 2035, and 2053 derived from STOPS. Average weekday ridership from STOPS was multiplied by an annualization factor of 306 to estimate annual ridership from STOPS. As shown, the system’s total annual ridership is forecasted to increase between 17% to 62% by the end of the 10-year period and by 41% to 93% by the end of the 30-year period. The wide range of projections reflects the uncertainty in BCT’s ridership recovering to pre-pandemic levels. Current ridership levels are approximately 20% below the pre-pandemic levels.

Table F-2: BCT Annualized Ridership Forecast and Growth Rates Ranges - Status Quo Plan

Service	2023	2028	2033	2053	5-Year Growth	10-Year Growth	30-Year Growth
Local Bus	19,561,000	21,150,000 - 27,324,000	22,739,000 - 30,227,000	27,293,000 - 36,034,000	8% - 40%	16% - 55%	40% - 84%
Breeze	1,161,000	1,284,000 - 2,170,000	1,406,000 - 2,628,000	1,773,000 - 3,240,000	11% - 87%	21% - 126%	53% - 179%
Express Bus	825,000	947,000 - 1,528,000	1,070,000 - 1,956,000	1,375,000 - 2,415,000	15% - 85%	30% - 137%	67% - 193%
Total	21,547,000	23,381,000 - 31,022,000	25,215,000 - 34,811,000	30,441,000 - 41,689,000	9% - 44%	17% - 62%	41% - 93%

Source: Ridership projections based on STOPS model; 2028 reflects interpolation between 2023 and 2033 STOPS model runs.

Table F-3 summarizes the system-wide annual ridership projections for the Vision Plan networks in 2033 and 2053 derived from STOPS. These numbers are compared to the 2023 ridership and indicate a substantial increase in ridership levels if the improvements in the Vision Plan are implemented over time. Compared to the 17%-62% increase in the 10-year status quo scenario, the projections suggest that the implementation of the Vision Plan would result in a 59%-138% increase in ridership by 2033. As shown, the system’s total annual ridership is forecasted to increase by 115% to 223% at the end of the 30-year period.

Changes in ridership projections can be attributed to changes in route alignment, service provision, and route competition. Further, the addition of new routes may cannibalize riders from existing routes as evidenced by the decline in local bus ridership due to the implementation of premium services in several corridors. Accordingly, the forecasts presented here are not directly comparable with PREMO forecasts. PREMO forecasting was done using existing service plus individual corridors to assess corridor demand potential. In contrast, forecasting for the TDP was done using forecast year-specific packages of PREMO corridors, additional high-frequency routes, and changes to local service.

Table F-3: BCT Annualized Ridership and Growth Rates Ranges – 10-Year and 30-Year Vision Plans

Service	2023	2033	2053	10-Year Growth	30-Year Growth
Local Bus	19,561,000	16,871,000 - 22,984,000	17,177,000 - 23,136,000	-14% - 17%	-12% - 18%
Breeze	1,161,000	-	-	-100% - -100%	-100% - -100%
Express Bus	825,000	1,009,000 - 1,864,000	1,345,000 - 2,323,000	22% - 126%	63% - 182%
High Freq Bus	-	7,733,000 - 11,400,000	9,444,000 - 13,540,000	-	-
BRT	-	7,396,000 - 13,356,000	13,631,000 - 24,359,000	-	-
Rail	-	1,253,000 - 1,681,000	8,742,000 - 11,248,000	-	-
Total	21,547,000	34,262,000 - 51,285,000	46,426,000 - 69,502,000	59% - 138%	115% - 223%

1.2.2 Notes on the Ridership Modeling for BCT TDP Update

The current ridership modeling efforts made several assumptions regarding the operating plans for future bus, BRT and rail services. These service plans are likely to evolve as the ongoing BCT Comprehensive Operations Analysis (COA) and future PREMO studies are completed. The operating plan assumptions can have significant impacts on the ridership forecasts, but a complete set of operating assumptions is required to run the model.

STOPS provides reasonable projections of regular transit travel markets but it is not as well equipped to provide projections for specialized markets without a good survey. One such specialized market is the airport to the seaport travel movement, where STOPS would likely underestimate the ridership. In addition, the current modeling effort (similar to the PREMO modeling effort) modeled segments of the future services that are within Broward County. In addition, route segments that may connect to transit services in Miami-Dade and Palm Beach counties were not included in the modeling effort. This assumption may impact ridership on US-1, SR 7/US 441, and University corridors.

An unknown variable that many transit agencies are dealing with is the uncertainty associated with the willingness of some pre-pandemic riders to return to transit. Current BCT ridership levels are at approximately 80% of the pre-pandemic ridership levels. While the ridership range provided in this report is based on both pre- and post-pandemic ridership levels, STOPS in both cases uses travel patterns that are from pre-pandemic American Community Survey data. Travel has changed due to the COVID-19 pandemic, especially increased work from home and changes in diurnal distribution of travel. Once the on-board survey from the ongoing COA effort becomes available, the team suggests including that in the STOPS model to adequately account for post-pandemic travel behavior for future planning studies.

Appendix G

Farebox Recovery Report



BCT conducts annual monitoring and reporting of its farebox recovery. This year's report is being presented as a part of the BCT Connected FY 2024-2033 Transit Development Plan (TDP).

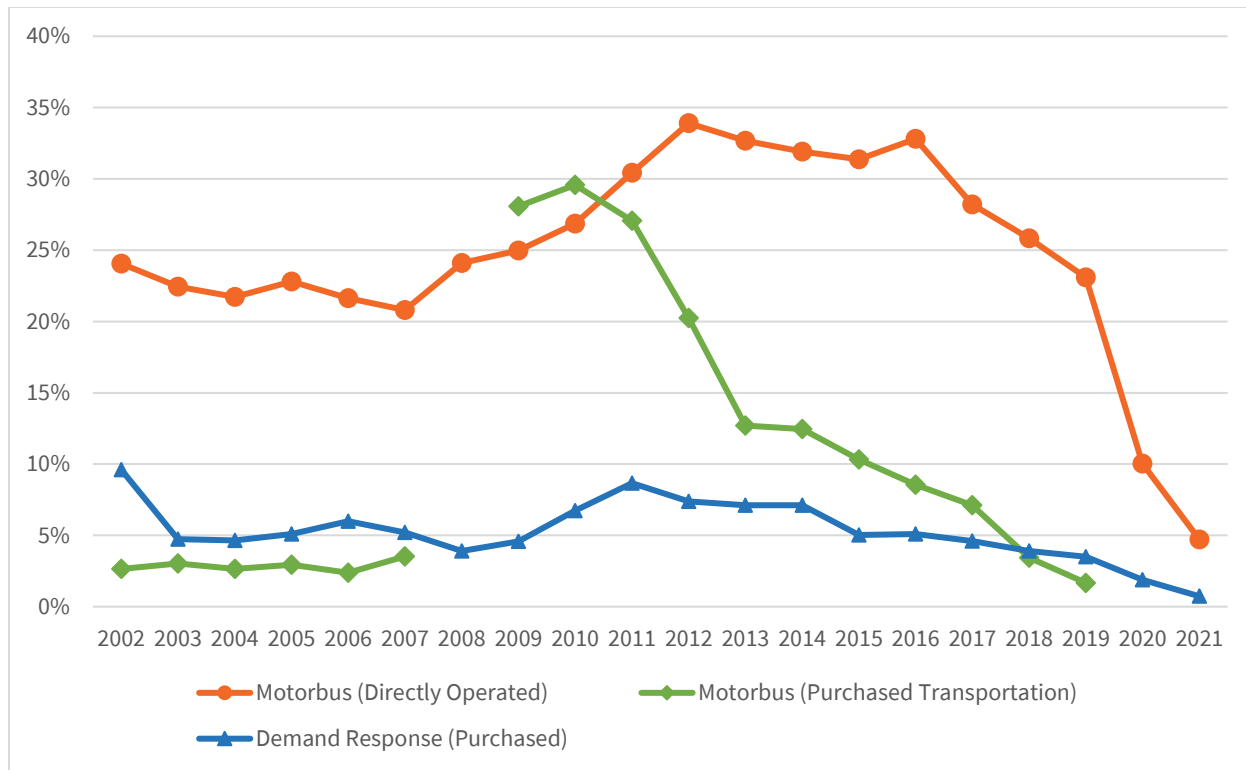
Current and Historical Farebox Recovery Ratio

Figure G-1 provides a historical view of BCT farebox recovery on its fixed route (i.e., motorbus) and demand response systems. BCT's farebox recovery on its directly operated motorbus system peaked in 2012 at 34%. This peak correlates to a strong period of ridership and a fare increase instituted in 2010. Between FY 2012 and FY 2016, the ratio remained above 30%, but it began a slow decline in the years following FY 2016. By FY 2019, the last full year of data prior to the COVID-19 pandemic, BCT's farebox recovery ratio was only 23%.

In FY 2020 and FY 2021, BCT's farebox recovery ratio fell drastically due to the COVID-19 pandemic. In FY 2021, BCT's farebox recovery ratio was 4.7% for its directly operated fixed-route services, as illustrated in **Figure G-1**. This figure indicates a significant 52.9% decrease from the farebox recovery ratio observed in FY 2020. The decline in farebox recovery suggests a notable shift in the proportion of operating costs covered by passenger fares.

During the pandemic, BCT suspended and reduced many services, but operational costs remained high due to efforts made to keep vital services running. During the first two quarters of FY 2020, BCT operated under normal conditions, but as the pandemic hit, BCT services were drastically reduced beginning in March 2020. BCT also suspended fares during March 2020 and only reinstated them June 1, 2021. The second half of FY 2020 and the entirety of FY 2021 was spent in recovery from the pandemic and even as BCT brought services back online, ridership trailed in its recovery causing a lower-than-typical farebox recovery ratio. Ridership during the pandemic greatly declined due to local, state, and federal regulations (e.g., Stay at Home mandates), capacity diminishment (6 ft. spacing protocols), workplace protocols (e.g., work from home policies), and personal preference for health and safety.

Figure G-1: BCT Farebox Recovery Ratio (FY 2002 – FY 2021)



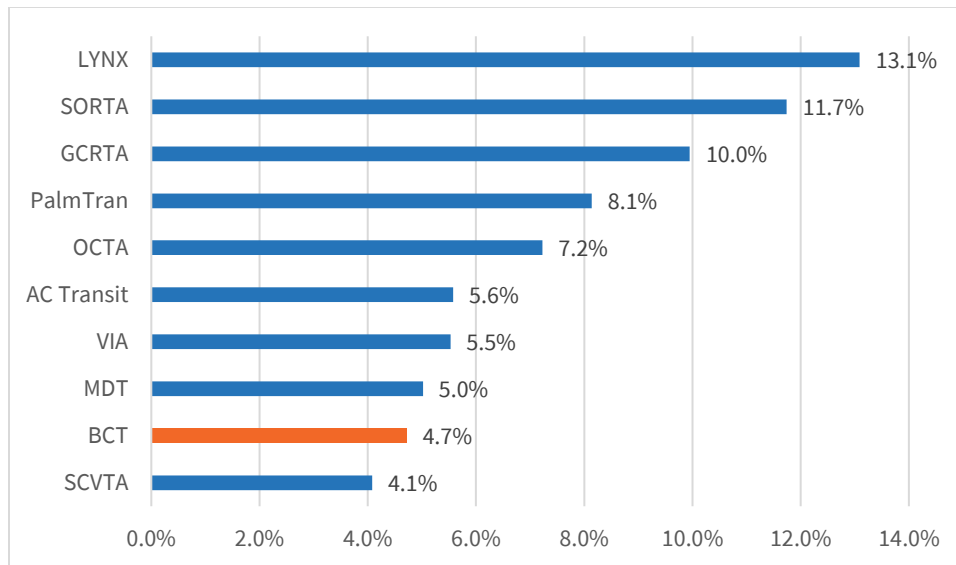
Source: National Transit Database (NTD)

To provide context for BCT’s farebox recovery decline, an analysis of farebox recovery for BCT’s peers was undertaken. In Chapter 3, BCT identified the following peers for this TDP:

- Central Florida Regional Transportation Authority (LYNX) (Florida)
- Greater Cleveland Regional Transit Authority (GCRTA)
- Palm Beach County Transit (PalmTran)
- Orange County Transportation Authority (OCTA) (California)
- San Antonio Metropolitan Transit (VIA)
- Miami-Dade Transit (MDT)
- Santa Clara Valley Transportation Authority (VTA)

Figure G-2 provides farebox recovery ratios for BCT and its peers. BCT performed similarly to its neighbor MDT, but lower than most of its peers. One reason for the difference in performance between BCT and its peers may be the length of time BCT remained fare-free during the pandemic. For example, LYNX reinstated fares in August 2020 compared to BCT’s reinstatement of fares in June 2021, giving LYNX a full fiscal year of fares during FY 2021.

Figure G-2: Peer Agency Farebox Recovery Ratio (FY 2021)



Source: National Transit Database

Table G-1 displays the farebox recovery ratios for BCT’s peer transit agencies, providing a comparative view of their performance in FY 2021 and FY 2020. In FY 2021, BCT recorded a farebox recovery ratio of 4.7%, a decrease from its FY 2020 ratio of 10.0%. All peer agencies’ farebox recovery declined between the two years, with the exceptions of LYNX and Palm Tran. LYNX and Palm Tran both reinstated fares in August 2020 allowing them to increase their farebox recovery ratio.

Table G-1: Peer Agencies Farebox Recovery Ratio Trend

Transit Agencies	Farebox Recovery (%) 2020	Farebox Recovery (%) 2021	% Change
BCT	10.0%	4.7%	-53.0%
AC Transit	14.0%	5.6%	-60.0%
GCRTA	11.4%	9.7%	-14.9%
LYNX	10.1%	12.5%	23.8%
MDT	8.2%	4.7%	-42.7%
OCTA	16.1%	7.2%	-55.3%
Palm Tran	7.9%	8.1%	2.5%
VIA	6.4%	5.5%	-14.1%
VTA	7.2%	3.5%	-51.4%

Table G-2 presents a comprehensive overview of BCT's farebox recovery ratio trends from FY 2002 to FY 2021. The "Change from Prior Year" column in the table provides the change in percentage points in farebox recovery ratio compared to the previous fiscal year. A positive percentage indicates an increase in the farebox recovery ratio from the prior year, while a negative percentage signifies a

decrease. Notably, during the period spanning from FY 2008 to FY 2012, BCT observed a consistent upward trend in farebox recovery. However, starting from FY 2013, there was a fluctuating pattern with some years experiencing decreases, likely due to various factors such as changes in operational costs, ridership, or service enhancements. The most significant decreases occurred in FY 2020 and FY 2021, emphasizing the financial challenges BCT faced during those years due to the COVID-19 pandemic.

Table G-2: BCT Farebox Recovery Ratio Trends (FY 2002-2021)

Year	Farebox Recovery	Change from Prior Year
2002	24.1%	n/a
2003	22.4%	-1.6%
2004	21.7%	-0.7%
2005	22.8%	1.1%
2006	21.6%	-1.2%
2007	20.8%	-0.8%
2008	24.1%	3.3%
2009	25.0%	0.9%
2010	26.9%	1.9%
2011	30.4%	3.6%
2012	33.9%	3.5%
2013	32.7%	-1.2%
2014	31.9%	-0.8%
2015	31.4%	-0.5%
2016	32.8%	1.4%
2017	28.2%	-4.6%
2018	25.8%	-2.4%
2019	23.1%	-2.7%
2020	10.0%	-13.1%
2021	4.7%	-5.3%

Monthly revenue for January 2018 to June 2023 is shown in **Figures G-3** and **G-4**, charting local bus and Express and Breeze bus revenue, respectively. The pandemic-induced declines in local bus revenue can be seen starting in March 2020 which does not return to normal fare collections until June 2021. Prior to the pandemic, the trend in local bus revenue was showing a declining trend. In contrast, the post-pandemic trend shows an increasing trend line, as evidenced by the local bus revenue exceeding the pre-pandemic trend in April 2022. The Breeze and Express buses show similar patterns in pandemic-induced declines. While the Breeze service shows signs of increasing farebox recovery ratios, Express service revenue remains at a pre-pandemic low.

Figure G-3: Monthly Revenue | Local Routes (Jan 2018 to June 2023)

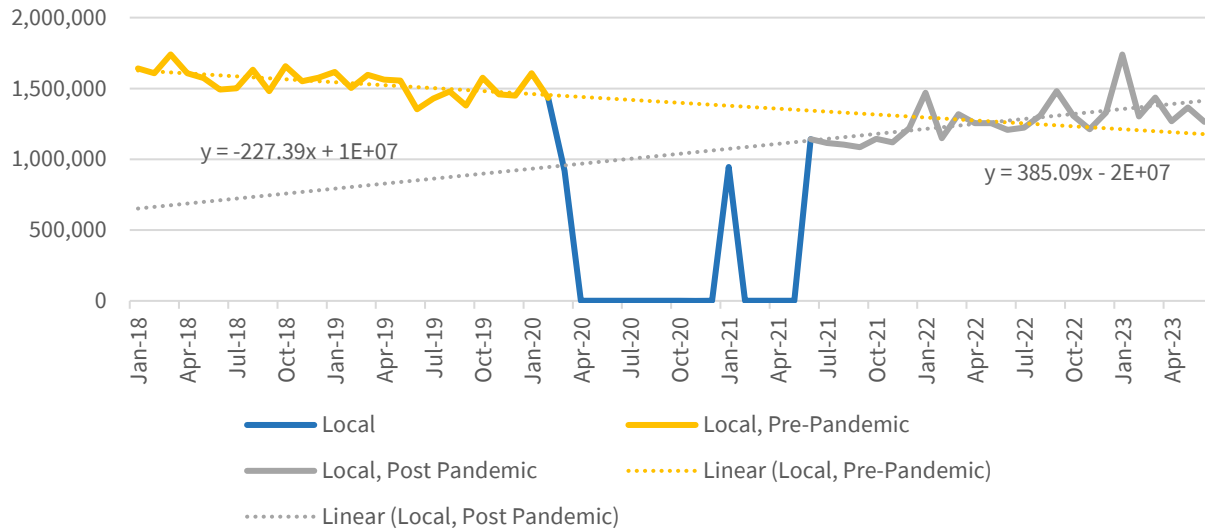


Figure G-4: Monthly Revenue | Breeze and Express Service (Jan 2018 to June 2023)



Existing Fares and Historical Fare Changes

As of August 2016, the one-way fare for BCT is \$2.00. BCT provides a variety of transit pass options for its riders, including a \$5 unlimited daily pass, a \$12 unlimited 3-day pass, a \$20 unlimited 7-day pass, a \$20 10-Ride pass, and a \$70 31-day unlimited pass. **Table G-3** outlines BCT's current fare structure, encompassing regular fixed-route fares as well as the differing fares for the express service.

Table G-3: BCT Current Fare Structure

Customer Type	Fare Type	Current Fare
Adult Fares (Ages 19 - 64)	One-way Cash Fare	\$ 2.00
	3 Day Bus Pass	\$ 12.00
	7 Day Bus Pass	\$ 20.00
	10 Ride Bus Pass	\$ 20.00
	All Day Pass	\$ 5.00
	31 Day Adult Bus Pass	\$ 70.00
	Premium Express one-way Cash Fare	\$ 2.65
	Premium Express 10 Ride Bus Pass	\$ 26.50
	Premium Express 31 Day Bus Pass	\$ 95.00
Discount Fares*	Veterans traveling to VA Clinics	\$ 1.75
	One-way Cash Fare	\$ 1.00
	All Day Bus Pass Reduced	\$ 4.00
	31 Day Bus Pass Reduced	\$ 40.00
	Premium Express One-way Cash Fare Reduced	\$ 1.30
	31 Day College Bus Pass	\$ 50.00

Source : <http://www.broward.org/BCT/Pages/FaresPasses.aspx>

*Those eligible for discount fares include Seniors (65+), persons with disabilities, Veterans, youth, students, and Broward County employees.

From April 1995 to October 2007, a one-way fare ticket on BCT remained at \$1.00. Between October 2007 and October 2010, the cost of a one-way fare was increased to \$1.75. The increase was in response to the weakening economy, rise in fuel/operation and maintenance (O&M) costs, and preference from BCT riders to increase fares in lieu of additional service cuts. In November 2014, the first step in a two-step fare increase was implemented. The second step of fare increases went into effect October 1, 2015, which increased the cost of a one-way fare to \$2.00.

Following extensive outreach, budgetary review, and an analysis of Title VI impacts on low-income and minority passengers, the Broward Board of County Commissioners (BCC) sanctioned a new 3-day pass as an additional fare option, effective from July 1, 2016, priced at \$12. This pass allows for unlimited rides over three consecutive transit days. The 3-day pass is primarily intended for tourists visiting the county and residents who can benefit from the \$3 discount compared to purchasing three one-day passes separately ($\$5 \times 3 = \15) on the bus.

In its early history, BCT levied a fee of \$0.15 for each transfer made on the system. This transfer fee was removed in October 2000, coinciding with the introduction of one-day unlimited bus passes. Additionally, in January 2010, BCT initiated its I-95 express service between Broward County and downtown Miami, offering a one-way cost of \$2.35 and a \$85.00 monthly pass. Premium express fares were increased in November 2014 to \$2.65 one-way and \$95.00 for a monthly pass.

Furthermore, in January 1991, BCT commenced its paratransit services starting at \$1.00 per trip. Presently, the service is priced at \$3.50 per trip.

As noted previously, fares were suspended on all BCT services between March 2020 and June 2021 due to the COVID-19 pandemic.

Scheduled Fare Changes

There are no fare changes currently scheduled.

Strategies That Will Affect the Farebox Recovery Ratio

The following notes outline a set of strategies geared towards upholding a robust farebox recovery ratio. The targeted percentage for farebox recovery should be set by the Broward BCC.

- Conduct a Comprehensive Operations Analysis (COA) and System Optimization (SO) to identify inefficiencies on the network. Implement recommended changes from COA and SO. (COA and SO is currently underway.)
- Conduct a fare analysis for new service types being implemented under PREMO.
- Monitor key performance measures for fixed routes. Address underperforming routes.
- Adapt to regional fare structure trends and adjust rates accordingly.
- Ensure that transit serves major activity centers, potentially increasing the effectiveness of service.
- Increase ridership through enhanced marketing and community relations activities, including with major employers, schools, and homeowner associations.
- Minimize costs required to operate and administer transportation services.
- Determine the most cost-effective service type on all major corridors given demand, routings, and coverage areas.
- Increase ridership by increasing the use of technology to enhance the passenger experience.

Appendix H

FDOT Compliance Materials



FDOT Checklist

Public Involvement Process		TDP Section
✓	Public Involvement Plan (PIP) approved by FDOT	Appendix A
✓	TDP includes description of Public Involvement Process	Appendix A & Chapter 4
✓	Provide notification to FDOT	Appendix A & Chapter 4
✓	Provide notification to Regional Workforce Board	Appendix A & Chapter 4
Situation Appraisal		
✓	Land use	Page 5-6
✓	State and local transportation plans	Chapter 5 & Appendix D
✓	Other governmental actions and policies	Page 5-11
✓	Socioeconomic trends	Chapter 2 & Page 5-3
✓	Organizational issues	Page 5-7
✓	Technology	Page 5-10
✓	10-year annual projections of transit ridership using approved methodology	Page 7-9 & Appendix F
✓	Assessment of whether land uses and urban design patterns support transit service provision	Page 5-6
✓	Calculate farebox recovery	Appendix G
Mission and Goals		
✓	Provider's vision, mission, goals & objectives	Chapter 6
Alternative Courses of Action		
✓	Develop and evaluate alternative strategies and actions	Chapter 7
✓	Benefits and costs of each alternative	Chapters 7 & 8
✓	Financial alternatives examined	Chapter 8
Implementation Program		
✓	10-year implementation program	Chapter 8
✓	Maps indicating areas to be served	Chapter 7
✓	Maps indicating types and levels of service	Chapter 7
✓	Monitoring program to track performance measures	Page 6-8
✓	10-year financial plan listing operating and capital expenses	Chapter 8
✓	Capital acquisition or construction schedule	Chapter 8
✓	Anticipated revenues by source	Chapter 8
Relationship to Other Plans		
✓	Consistent with Florida Transportation Plan	Chapter 5 & Appendix D
✓	Consistent with local government comprehensive plans	Chapter 5 & Appendix D
✓	Consistent with MPO long-range transportation plans	Page 5-3
✓	Consistent with regional transportation goals and objectives	Page 6-2
Submission		
✓	Adopted by BCT Governing Board (December 12, 2023)	Complete
✓	Submitted to FDOT by December 15, 2023	Complete

Ffrench, Khalilah

From: Pietrowski, Jayne <Jayne.Pietrowski@dot.state.fl.us>
Sent: Thursday, July 13, 2023 10:01 AM
To: Mccoy, Barney
Cc: Ffrench, Khalilah; Dorismond, Marie
Subject: request to extend Major TDP update submittal date

External Email Warning

This email originated from outside the Broward County email system. Do not reply, click links, or open attachments unless you recognize the sender's email address (not just the name) as legitimate and know the content is safe. Report any suspicious emails to ETS Security by selecting the Phish Alert Report button.

Hello Barney,

I am in receipt of Broward County Transit's request (dated July 10, 2023) to defer the submittal of the Major TDP update from September 1 to December 15, 2023.

For your records, consider this email approval of the request by the Department.

Marie Dorismond is the new Program Manager for the Block Grant Program and will be more involved in the TDP process moving forward. Please keep us updated on the progress of the work and let us know if we can assist in any way.

Best regards,
Jayne

Jayne A. Pietrowski, AICP
Senior Transit Coordinator

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